



12 April 2024

[Redacted]  
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Reference: OIA-2023/24-0666

Dear [Redacted]

**Official Information Act request relating to NEMA Chief Executive's briefing material for the Annual Review 2022/23 Governance and Administration Select Committee Hearing**

Thank you for your Official Information Act 1982 (the Act) request received on 14 March 2024. You requested:

*"Under the Official Information Act, I request any briefing, talking points, key lines or prep pack provided to the Chief Executive ahead of the annual review of the National Emergency Management Agency 2022/23 at the Governance and Administration Select Committee on Monday 4 March 2024."*

I have decided to release the relevant parts of the briefing material provided to the Chief Executive of National Emergency Management Agency (NEMA) for his appearance at the Governance and Administration Select Committee Hearing, subject to information being withheld as noted. The relevant grounds under which this information has been withheld are:

- section 9(2)(a), to protect the privacy of individuals, but in the interest of transparency a summary of the requestors is provided (pursuant to s16(1)(e)).
- section 9(2)(f)(iv) to maintain the confidentiality of advice tendered by or to Ministers and officials
- section 9(2)(g)(i) to maintain the effective conduct of public affairs through the free and frank expression of opinion

The briefing pack title notes that the hearing date was set down for 28 February 2024, however, at the Select Committee's request it was rescheduled to 4 March 2024.

In making my decision, I have considered the public interest considerations in section 9(1) of the Act. No public interest has been identified that would be sufficient to override the reasons for withholding that information.

You have the right to ask the Ombudsman to investigate and review my decision under section 28(3) of the Act.

This response will be published on the Department of the Prime Minister and Cabinet's website during our regular publication cycle. Typically, information is released monthly, or as otherwise determined. Your personal information including name and contact details will be removed for publication.

Yours sincerely



Anthony Richards  
**Chief Advisor to the Deputy Chief Executive, Emergency Management**



**ANNUAL REVIEW 2022/23 – GOVERNANCE AND ADMINISTRATION  
SELECT COMMITTEE HEARING, 28 FEBRUARY 2024**

<b>To</b>	Dave Gawn, Chief Executive	<b>Date</b>	14/2/2024
<b>From</b>	Stefan Weir, Chief of Staff	<b>Briefing number</b>	

**Purpose**

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This briefing provides material to support your appearance at the Annual Review 2022/23 Hearing by the Governance and Administration Select Committee on 28 February 2024.

On the day you will be supported by John Price, Deputy Chief Executive Emergency Management and Director of Civil Defence Emergency Management. The material includes 26 topics, each broken down into talking points, background information and possible questions and suggested answers.

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# Governance and Administration Committee members

Member		Other roles
 <p><b>Rachel Boyack</b> (Chairperson)</p> <p>Labour Party, Nelson</p>	<p>Date first elected: 17 October 2020</p> <p>Spokesperson for:</p> <ul style="list-style-type: none"> <li>• ACC</li> <li>• Animal Welfare</li> <li>• Arts Culture, and Heritage</li> </ul>	
 <p><b>Cameron Brewer</b> (Deputy Chairperson)</p> <p>National Party, Upper Harbour</p>	<p>Date first elected: 14 October 2023</p>	
 <p><b>Tim Costley</b></p> <p>National Party, Ōtaki</p>	<p>Date first elected: 14 October 2023</p>	
 <p><b>Andy Foster</b></p> <p>National Party, List</p>	<p>Date first elected: 14 October 2023</p>	

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	<p><b>Tom Rutherford</b></p> <p>National Party, Bay of Plenty</p>	<p>Date first elected: 14 October 2023</p>
	<p><b>Lemauga Lydia Sosene</b></p> <p>Labour Party, Māngere</p>	<p>Date first elected: 2 May 2022</p> <p>Spokesperson for:</p> <ul style="list-style-type: none"><li>• Internal Affairs</li></ul>

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## Introductory comments

- Ms Chairperson, thank you for the opportunity to appear before you today.
- I am Dave Gawn, NEMA's Chief Executive. Alongside me I have John Price, Deputy Chief Executive Emergency Management and Director of Civil Defence Emergency Management.
- I'd like to open with some of NEMA's achievements of 2022/2023
  - In early 2023, NEMA responded to multiple severe weather events and New Zealand's third ever National State of Emergency.
  - We activated the National Coordination Centre for 8 weeks to respond to this severe weather and deployed approximately 670 personnel including NEMA staff, specialists from the Emergency Management Assistance Team (EMAT), and other support staff from a range of agencies.
  - This was a complex emergency that tested NEMA and the system.
  - The Government Inquiry into the North Island Severe Weather Events is scheduled to provide its report to the Minister for Emergency Management and Recovery towards the end of March. We anticipate it will outline opportunities to make things better.
  - In August 2022 a Memorandum of Cooperation was signed between NEMA and the United States Federal Emergency Agency.
  - In September 2022 we signed a Memorandum of Understanding with NEMA Australia.
  - We have made strides in our public education programme and launched New Zealand's first nationwide tsunami evacuation map.
  - We added a new education campaign called 'Prep Talk' which has a Māori and Pacific focus, promoting emergency preparedness through community and whānau connectedness.
  - We added a further ten languages to the [getready.co.nz](https://www.getready.co.nz) website, *(which is now available in Māori, New Zealand Sign Language, Arabic, Simplified Chinese, Traditional Chinese, Cook Islands Māori, Hindi, Japanese, Niuean, Punjabi, Samoan, Spanish, Tagalog, and Tongan)*
  - The emergency management bill was introduced to Parliament in June 2023 which will replace the two-decades old Civil Defence Management Act 2002.
  - We are prioritising our catastrophic planning with the first of a series of multi-agency workshops began in November 2022. Recent science and advanced modelling techniques have combined to give a far clearer picture of the likelihood and consequences of catastrophic events in New Zealand. Through discussions between NEMA and national agencies it has become apparent

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that New Zealand's operational emergency management planning needs urgent improvement, and we are leading work on this.

- I'd welcome any questions the Committee may have.

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# Carbon Neutral

## Talking points

1. DPMC and NEMA are required to participate in the Carbon Neutral Government Programme, which involves measuring and reporting on our carbon emissions, target-setting and implementing actions to reduce these emissions.
2. NEMA have set an emissions baseline from which we will measure and report on our emissions reductions annually, with the aim of reaching carbon neutral by 2025.
3. NEMA's focus is currently on reducing our carbon footprint due to air travel. This is primarily domestic, due to response and recovery efforts. All international travel for NEMA must be economy class.
4. It is anticipated that the level of travel required by NEMA will increase due to increasing extreme weather event frequency in a warming world. Where matters not able to be controlled by NEMA lead to increases in gross emissions, we are well-positioned to be able to explain the rationale and highlight our progress in other areas.
5. NEMA seeks to employ hybrid and/or electric vehicles across the organisation where possible. Currently 100% of our fleet are hybrid vehicles, however this has sometimes resulted in a compromise against operational requirements. For example, electric vehicles cannot be used to cross even smaller streams, e.g. when roads are flooded.
6. NEMA is currently assessing existing buildings to optimise occupancy and usage. Additionally, that potential/future buildings design principles incorporate emissions-reduction requirements.

## Background

1. The programme's aim is to make several organisations within the public sector carbon neutral from 2025. It was launched in December 2020.
2. CNGP participants should
  - measure, verify and report their emissions annually.
  - set gross emissions reduction targets and longer-term reduction plans.
  - introduce a plan to reduce their organisation's emissions.
  - offset remaining gross emissions from 2025 to achieve carbon neutrality.
3. The immediate priority will be to reduce emissions by
  - phasing out coal-fired boilers
  - optimising agencies' car fleets
  - rating the energy efficiency of office buildings

The Carbon Neutral Government Programme will continue to be supported by the State Sector Decarbonisation Fund to invest in low-emissions heating, cooling, electric vehicles, and energy efficient lighting.

4. There are three organisations responsible for managing the programme across the government:

- the Ministry for the Environment (MfE)
- EECA, the Energy Efficiency and Conservation Authority
- the Ministry of Business, Innovation and Employment (MBIE)

### **Possible questions**

#### **What is NEMA doing to reduce our carbon emissions?**

- NEMA's emissions are relatively small and the majority (70%) are caused by air travel. During business as usual, if staff really need to travel, they are encouraged to consider what else they could achieve in the same trip.
- When flying internationally, NEMA staff, as of August 2019, only fly economy class. As a result, international air travel emissions may be reduced by as much as 24%. (Travelling in a higher class uses more greenhouse gas emissions because you take up more space in the plane).
- NEMA seeks to employ hybrid and/or electric vehicles across the organisation where possible. Currently 100% of our fleet are hybrid vehicles, however this has sometimes resulted in a compromise against operational requirements. For example, these vehicles are unable to pass through water of a greater height than approximately 10 cm.
- NEMA is currently assessing existing buildings to optimise occupancy and usage. Additionally, that potential/future buildings design principles incorporate emissions-reduction requirements.

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# Catastrophic readiness

## Talking points

1. Over the past two years science and advanced modelling techniques have combined to give a far clearer picture of the likelihood and consequences of catastrophic events in Aotearoa New Zealand. Through discussions between NEMA and national agencies it has become apparent that New Zealand's operational emergency management (EM) planning needs urgent improvement.
2. NEMA is leading a Catastrophic Planning Programme (CATPLAN) to improve the EM system's readiness for catastrophic level events. This work will lead to the development of a hazard agnostic Catastrophic Event Handbook, version 1 is due in late 2024.

## Pathway for Catastrophic Planning

1. To advance CATPLAN utilising existing resources, a hazard agnostic CATPLAN handbook is being developed, that will inform the National Controller on known system capabilities, and deficiencies identified. This will enhance the Controller's ability to make informed decisions as required when prioritising national resources during the initial response phases of a catastrophic level event.
2. In 2024 the catastrophic planning programme will focus on four areas; Intelligence, Logistics, Rapid Relief and International Assistance. These are all critical foundational elements to a coordinated national response, which NEMA can progress within our current resources.
3. CDEM, sector and partner agency input into this handbook will occur in 2024. This will ensure the end-product is understood and usable at a national level. It will also leverage existing bodies of work and plans, such as alternative communications, welfare, and mass casualty arrangements.

## Possible questions

### **What is a 'catastrophic event'?**

- A catastrophic event is an extreme event, unlike one NZ has ever responded to, that overwhelms the capability of the Emergency Management system, delivering widespread and devastating impacts to Aotearoa New Zealand.
- Four defining features of a catastrophic event are: the emergency management system is overwhelmed by the scale of impacts; the immediate needs of many communities across a widespread scale cannot be dealt within the existing national capability; the response requires international support; and recovery is long term.

### **Why is the Catastrophic Planning Programme hazard agnostic?**

- In the post-North Island Severe Weather review, we identified the need to broaden our framework beyond earthquake and tsunami (initially) and to focus on fundamental aspects of the national response that would be applicable to any hazard – therefore a hazard-

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agnostic approach allowed New Zealand to be more ready for any event rather than very prepared for a specific event.

### **Why a Handbook not a Plan?**

- A Plan can only be written for hazard specific scenarios – given the hazard agnostic approach to cover all natural hazards we believe a handbook is a more effective artefact within the System and we can build hazard specific plans off the handbook as our foundational block.

### **Why is only Version 1 being published in late 2024?**

- Planning for a catastrophe is an All-of-government task which is immensely complex. As such, NEMA has prioritised aspects we address first to work within our, and partner agency, available resource. As such, the Handbook will be iterative, with specific aspects focussed on each year and new versions published as new arrangements are completed.

### **What plans are in place to enable the continuation of government in a catastrophic event?**

In addition to CATPLAN the following plans are in place or under development:

- Business Continuity Planning is underway across government to ensure that central agencies can undertake their critical functions in an event which impacts Wellington.
- *The Wellington Earthquake National Initial Response Plan, 2018 and Wellington Regional Earthquake Plan* are the national and regional level response plans to direct and coordinate the immediate national response to a major Wellington earthquake. This will be subject to review and refresh.
- “*Emergency Relocation of Executive Government and Parliament following a Major Wellington Earthquake*” plan – this is being refreshed and integrates with other response plans where Wellington is impacted.

The execution of these plans in the event of an emergency would be coordinated through a NEMA-led NCMC and may be led from the alternate NCMC in Auckland.

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# Climate change

## Talking points

1. Climate change is increasing the risks of severe weather and adds uncertainty about future conditions. It therefore makes emergency management more challenging.
2. Adapting to climate change is directly aligned with building resilience to hazards. The Ministry for the Environment is the central lead agency driving the government's work on climate change adaptation and managed retreat.
3. NEMA, as part of its stewardship of the emergency management system, is tasked with ensuring emergency management (EM) keeps up with climate change and its impacts on natural hazards.
4. This requires strengthening the EM system to ensure it copes with more significant weather events whilst supporting other agencies' work to address climate change adaptation and risk reduction, and to build New Zealand's resilience to natural hazards.
5. To do so, NEMA draws on connections between science research and data, policy, and practice to understand the practical implications of climate change and consequences for disaster resilience.

## Background

1. Climate change is regarded as an exacerbator of current risks associated with weather and seasonal hazards like drought, wildfire, severe weather, and flooding. Sea level rise adds further risk within the coastal environment.
2. Climate change increases the risk of extreme events and creates uncertainty about the rate and extent of such changes, making planning more challenging. Repeat events in the same area and cascading hazards, such as landslips following rain events, compound communities' vulnerability.

## **Keeping up with climate change by strengthening the EM System**

1. The Ministry for the Environment (MfE), the Treasury, the Ministry of Business, Innovation & Employment, and the Ministry for Primary Industries separately lead critical climate change related pieces of work across the social, economic, built, and natural environments.
2. NEMA is responsible for strengthening the EM system to keep up with the effects of climate change.
3. NEMA:
  - a. provides strategic and operational readiness, response, and recovery support, including technical and financial support, whenever extreme weather and seasonal events occur,

- b. contributes an EM perspective to other agencies' work to address climate change adaptation and risk reduction, and
  - c. works to mainstream climate change across an 'all-hazards all-risks' model as part of building New Zealand's resilience to natural hazard risks.
4. A stronger EM system is needed to support this and to keep up with the increased capacity and capability required to respond to and recover from emergency events that can be made worse by climate change.
5. NEMA is strengthening the EM system by:
- a. strengthening the EM legislative framework,
  - b. building emergency management capability and capacity, and
  - c. contributing and supporting cross-agency multi-year work streams

### **Possible questions**

#### **What is NEMA's role in building resilience to Climate Change?**

- NEMA's primary role within adaptation and risk management for climate change is growing effective emergency readiness, response, and recovery capacity.

Beyond this, NEMA is involved in supporting multiple cross-agency workstreams, including:

- *Community resilience*, including exploration of potential flood protection co-investment (Department of Internal Affairs).
- *Housing recovery* (HUD).
- *Critical Infrastructure Resilience (DPMC)*.
- *National Adaptation Plan implementation (MfE)*.
- *Managed retreat and climate adaptation strategies (MfE)*.
- *Future of Severely Affected Locations (The Treasury and Cyclone Recovery Unit)*.
- *Natural hazards insurance, including flood insurance (The Treasury)*.

#### **What is NEMA's role in funding to support communities impacted by Climate Change?**

- Financial pressures on small councils in areas of economic hardship are impacting their ability to meet the costs of disaster events. Smaller local authorities are also likely to struggle with resourcing the response to, and recovery from, more complex and severe events.
- There is a range of known government funding support available to local communities for disaster resilience (e.g., MSD emergency welfare assistance, MBIE emergency housing assistance). In addition to these, NEMA provides financial assistance that covers:
  - Reimbursement of eligible expenses incurred by local authorities following an emergency event,
  - Small financial contributions to community resilience and community recovery, and
  - Reactionary funding support to address urgent issues.
- NEMA's role as steward, operator and assurer of the EM system introduces a greater responsibility for driving policy coordination and ensuring the EM system can deliver on expectations.

- NEMA has an active role in contributing to cross-agency workstreams focusing on cost-sharing arrangements to reduce the impacts of and build resilience to climate change exacerbated risks.
- NEMA strongly advocates for an all-hazards risk approach to any future funding design. NEMA considers that separate cost-sharing regimes for climate and non-climate hazards could lead to ambiguous and overly complex funding arrangements in multi-hazard environments – this will be the case in many locations where there may be concurrent sea level rise, flood hazards and liquefaction/other seismic hazards.

**Does NEMA expect that climate change impacts will continue to increase demand for Mayoral Relief Funding and how will this be managed?**

- The frequency and scale of contributions paid into mayoral relief funds (MRFs) has increased over the past few years. Financial contributions to councils' mayoral relief funds are typically made in the immediate aftermath of an emergency.
- Mayoral Relief Funding is intended to supplement other central government support funds available for people in emergencies, rather than duplicate other funding resources or provide long-term support to affected areas.
- Future decisions on funding levels will require careful consideration to balance the impact on communities while ensuring the right behaviours are encouraged. Care needs to be taken that local populations do not presume that central government will step in following a major event to cover recovery costs.

**How are international counterparts coping with emergency events? Are there funding models we can use in New Zealand?**

- Weather events are having catastrophic financial impacts, with losses from floods growing faster than GDP in some countries. Global insured losses from disasters reached US\$280B in 2021<sup>1</sup>. Of this total, an estimated US\$270B resulted from natural hazards while US\$10B stemmed from human-made disasters.
- Australia and Canada have both seen acute rises in fiscal support costs. Australia's 2022 federal budget set aside expenditure of A\$6B in response to floods in Queensland and NSW, while Canada's federal reimbursement scheme for disaster recovery rose from an annual average of C\$54M in the mid-1990s to ~C\$1B today.
- There is a spectrum of cost-sharing models being implemented across countries facing such steep increases in emergency events. However, any model must be reflective of the specific NZ context and assess the likely incentive effects within that context. For example, local government currently bears most of the responsibility for funding natural hazard risk management; central government funding risks replacing rather than supplementing local government funding if not well designed.

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<sup>1</sup> [Natural catastrophes 2021: flood gates are open - Swiss Re sigma](#)

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## How will climate change impact NEMA?

- Research and climate data shows growing risks of natural hazards influenced by climate change. Growth can be considered in terms of the likelihood of an emergency, the scale of impacts, the range of areas exposed to climate-driven hazards and the vulnerability of people, property, and infrastructure to them.
- This in turn points to more emergencies, and capacity and capability challenges for NEMA and the emergency management sector. We can further anticipate increased strain on community resilience from extreme weather events, particularly following consecutive, compounding events such as those seen in Tairāwhiti and the West Coast and in the 2023 North Island Weather Events (NIWE).

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# Common themes from significant events

## Talking points

1. NEMA has identified seven common themes derived from recommendations in external reports from significant events over the period 2004 to 2022<sup>2</sup>:
  - support sector operational readiness.
  - lift the capability and capacity of the emergency management workforce.
  - clarify roles and responsibilities across the Emergency Management system.
  - develop a Common Operating Picture and situational awareness.
  - strengthen system assurance.
  - improve public education and awareness of risks and hazards.
  - strengthen community resilience and participation.
2. NEMA is addressing and implementing several high-priority recommendations and actions relating to these common themes through several work programmes and projects, including:
  - uplifting readiness and response capability
  - improving workforce development across the emergency management sector
  - the Emergency Management Bill
  - the new National Emergency Management Facility and Alternative National Crisis Management Centre projects.
3. Some of the more structural or enduring common themes or issues identified across these reviews will not be a quick fix and will require change and resource investment across the Emergency Management system over the medium to long-term. Many recommendations are in progress or are on-going.
4. Areas that still require investment include a fit-for-purpose common operating picture, building an assurance capability and increasing awareness through public education campaigns.

## Background

### **Technical Advisory Group Report on Better Responses to Natural Disasters and Other Emergencies**

1. The common themes were also reflected in the 2017 Technical Advisory Group (TAG) Ministerial review into how New Zealand responds to natural disasters and other emergencies. NEMA remains committed to completing the implementation of these recommendations.

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<sup>2</sup> These external reports include:

2004 – Review of the February 2004 Flood Event

2012 – Review of the Civil Defence Response to the February Christchurch Earthquakes

2016 – Office of the Auditor General Report – Governance of the National Security System

2018 – Ministerial Review: Better Responses to Natural disasters and Other Emergencies

2018 – Review of Recoveries: A report to the Ministry of Civil Defence and Emergency Management

2020 – Royal Commission of Inquiry into the terrorist attack on Christchurch masjidain

2022 – Office of the Auditor General Report - Co-ordination of the all-of government response to the Covid-19 pandemic in 2020

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2. Of the 40 TAG review recommendations taken forward, 38 have been completed, are on-going, or are in the process of being implemented through the Emergency Management Bill.
  3. Of the remaining recommendations from the TAG review, some have not been progressed because they have been dealt with operationally, through other existing legal mechanisms, or require new funding to progress, such as building NEMA's Assurance capability, establishing a new Wellington based National Crisis Management Centre and alternative facility outside of Wellington, and strengthening situational awareness through the development of a common operating picture.

### **Possible questions**

#### **How do these common themes and recommendations relate to current reviews and inquiries underway?**

- The themes emerging from NEMA's internal operational review following the North Island severe weather events also reflect the common themes. The lessons identified in NEMA's Review Report will be incorporated into NEMA's internal continuous improvement programme.
- It is too early to say how the Government Inquiry into the 'Response to the North Island Severe Weather Events' and the 'Royal Commission of Inquiry into Lessons Learned from Aotearoa New Zealand's Response to COVID-19 That Should Be Applied in Preparation for a Future Pandemic' will relate to the common themes as their reports will be provided to Ministers in late March and September 2024 respectively.

#### **Why has progress not been made for some issues or recommendations?**

- NEMA has prioritised addressing issues and recommendations to improve operational readiness, and development in these areas will continue to be monitored.
- NEMA's support throughout repeat events and emergency responses have delayed the implementation of some recommendations and lessons identified from prior responses.
- Further, some issues and recommendations require a longer-term view; for example: implementing strategic change at different levels of the Emergency Management system, building an assurance capability, and significant investment in technology and workforce development.

#### **What has been done so far to address lessons from recent events?**

NEMA has identified and is addressing several high-priority actions through a number of work programmes and projects including, but not limited to:

- documenting and embedding a process for requesting, matching offers, and receiving human resource assistance during response and recovery
- streamlining the deployable personnel process
- establishing a wellbeing check-in process for deployed staff
- developing a formalised training programme for NEMA's Regional Emergency Management Advisors.



Improved systems and processes will contribute to an uplift in capability of emergency management personnel in readiness and response and result in a more efficient and effective service to our communities in their time of need.

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# Community Resilience

## Talking points

1. NEMA supports community resilience by coordinating cross-agency networks, identifying potential or emerging impacts of emergencies on communities, and supporting the sector with initiatives that enable communities to be prepared.
2. NEMA supports the implementation of the [National Disaster Resilience Strategy \(NDRS\)](#) across central agencies to enable equitable outcomes, and at the regional levels in partnership with the Civil Defence Emergency Management (CDEM) Groups.

## Background

Over the past year, NEMA has worked to:

1. **Support the sector, to build relationships, capability and knowledge about the role of communities before, during and after emergencies.**
  - a. established the NEMA & CDEM Community Resilience Practitioners Group to enable more effective knowledge sharing across the sector.
2. **Build public trust and confidence as well as make information on hazards more accessible and appropriate.**
  - a. developed of the 'Prep Talk' public readiness education campaign to connect with Māori, Pacific and Ethnic communities.
3. **Support grassroots initiatives that enable community readiness and improves overall resilience.**
  - a. NEMA administers the [CDEM Resilience Fund](#). This enables the development of local and regional capability and practices. A total of \$844,000 was provided to eight projects across the country (2023/24), as of July 2023.
  - b. provided technical advice to central agencies, such as [Community Renewable Energy Fund](#), administered by the Ministry of Business, Innovation and Employment (MBIE).
4. **Support cross-agency planning, to enable integrated disaster response and recovery that is locally led, regionally coordinated, and nationally enabled.**
  - a. NEMA participates in several steering and working groups, that focus on planning and capability building. An example is the [Alpine Fault magnitude 8 or higher earthquake](#) scenario-based programme.

## Possible questions

### **What is Community Resilience in Emergency Management?**

As outlined in the National Disaster Resilience Strategy:

- **Community** is a group of people who live close together (place-based), are similar in some way (population-based) or share a common interest. People can belong to more than one community. The community can be in-person or virtual.
- **Resilience** in emergency management refers to, the ability to anticipate and resist the effects of a disruptive event, minimise adverse impacts, respond effectively post-event, maintain or recover functionally, and adapt in a way that allows for learning and thriving.

**Who in the community are likely to be disproportionately impacted during an emergency?**

- The disproportionately impacted people in an emergency event, as mentioned in the current National Disaster Resilience Strategy, are:
  - People with disabilities and older people
  - Māori (including Whānau, Hapū, Iwi, Tribal homelands)
  - Ethnic communities (particularly where English is not a first language)
  - Children and Youth
  - Rural communities
- In addition to the above, internationally, as mentioned in the Sendai Framework and United Nations Office for Disaster Risk Reduction (UNDRR), people who are the most impacted also include:
  - Women
  - Households with low income
  - Urban communities due to the dense concentration of people and activities ([UNDRR](#))

**How will NEMA contribute to strengthening Community Resilience across the Emergency Management system this coming year?**

- NEMA continues to enable and support community resilience by working in partnership with central agencies and CDEM Groups.
- At a national level, there will be a focus on developing equitable outcomes for communities that are disproportionately impacted by emergencies.
- This coming year, we will:
  - Continue to support the development and delivery of accessible information.
  - Review central agencies' strategies and plans in relation to community and resilience to establish common goals and outcomes.
  - Continue to support and participate in network initiatives, that enable collaboration across central agencies and regional partners, to ensure better service delivery to communities.

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# Continuous Improvement and Lessons

## Talking points

1. Over the past two years, NEMA has:
  - a. Continued to strengthen its internal Lesson's Management processes and reporting. This includes the establishment of a Continuous Improvement function during emergency responses, providing assurance that a learning culture is adopted, and that continuous improvement is embedded within NEMA as it matures.
  - b. Continued to collaborate with other agencies domestically and internationally to share Lessons Management best practice and to lead a project to establish a Lessons Management Framework and System for New Zealand's ODESC system to lift lessons management capability.
  - c. Established and serviced requests to the Government Inquiry into the North Island Severe Weather Events (**refer to the Government Inquiry Factsheet**) and service requests from the Royal Commission of Inquiry into COVID-19 Lessons.
  - d. Tracked progress on improvement actions to address recommendations from significant event external reviews e.g. Technical Advisory Group (TAG) 2017 review, 2022 Office of the Auditor General report into the COVID-19 response, to provide assurance that improvements are being made.
2. These, and other activities, contribute to NEMA's assurance function that is expected to be developed further in the future.

## Background

1. NEMA established its Continuous Improvement Unit in January 2022 to build its lessons management capability for itself and to support the emergency management system.
2. New Zealand's hazard scape means the number of emergency events is relatively high. There is a need to improve Emergency Management system's capability to better learn from past events to inform future responses. This has been raised in two Office of the Auditor General's reports (2016 and 2022), and the 2017 Technical Advisory Group (TAG) review following the Port Hills Fire and Kaikoura earthquake in 2016.

## Possible questions

### **What is lessons management?**

- Lessons management is an overarching term referring to collecting, analysing, disseminating lessons from events, exercises, programmes and reviews so that learning is applied to future events, exercises and programmes.

### **What is NEMA doing to ensure improvements are actioned?**

- NEMA has defined roles and responsibilities for lessons management with oversight from an Executive Steering Group. Identified improvement actions feed into NEMA's overarching work programme. NEMA has prioritised addressing issues and recommendations to improve operational readiness, and development in these areas will continue to be monitored.

### **What are the common themes from significant events?**

- Refer to the **Common themes from significant events factsheet** for the themes and how NEMA is addressing them.

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**Why has progress not been made for some issues or recommendations raised in external reviews?**

- While progress is being made on recommendations from the Technical Advisory Group (TAG) review and the Office of the Auditor General report into the COVID-19 response, there have been some delays due to the scale and frequency of new emergency responses. Some issues and recommendations require a longer-term view (e.g. strategic change) or significant investment (e.g. technology and capability).
- Findings and recommendations from the *Government Inquiry into the Response to the North Island Severe Weather Events*, and the *Royal Commission of Inquiry into Lessons Learned from Aotearoa New Zealand's Response to COVID-19 That Should Be Applied in Preparation for a Future Pandemic* will also guide our prioritisation, investment needs and sequencing decisions.

**Is the Continuous Improvement Unit part of NEMA's Assurance function?**

- There are elements of the Continuous Improvement Unit's activities that intersect with NEMA's assurance function framework. For example, ensuring the culture and processes lead to continuous improvement to future events, exercises and other programmes, as well as developing Lessons Management doctrine for the ODESC system (much like the CIMS doctrine).

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# Infrastructure Resilience

## Talking points

1. NEMA is the Government lead for infrastructure emergencies in New Zealand.
2. The Emergency Management Bill:
  - replaces the terminology 'Lifeline Utilities' with 'Critical Infrastructure'.
  - enables specifying the critical infrastructure sectors and entities via a notice in the New Zealand Gazette.
  - introduces a new requirement for critical infrastructure entities to develop, or contribute to, sector-specific response and recovery plans.
  - introduces a requirement for critical infrastructure entities to establish and publicly state their planning emergency levels of service (PELOS).
  - introduces a requirement for critical infrastructure entities to report annually to the Director of Emergency Management and their regulatory agencies.
3. These changes align with broader reforms outlined in the Infrastructure Commission's Infrastructure Strategy and work undertaken by the Department of Prime Minister & Cabinet (DPMC) to enhance infrastructure resilience to all hazards, including cyber and geopolitical threats.
4. The proposed DPMC legislation on critical infrastructure is envisaged to complement the emergency management legislation.
5. In recognition of the coming solar maximum in 2025, NEMA has established Space Weather interim arrangements with Transpower regarding notification and escalation pathways. This will facilitate in managing the risk to critical infrastructure.
6. Following the experience of moving cash by air to affected areas in the aftermath of Cyclone Gabrielle in order to facilitate access to food and fuel, NEMA has set up a Cash Industry Sector Coordination Entity (SCE) with the RBNZ as the chair.
7. In collaboration with MfE, NEMA is preparing a National Disaster Waste Plan to anticipate and plan for the requirements at national level after a disaster event.

## Background

1. Maintaining lifelines utility connections during an emergency and restoring them afterwards are critical activities for protecting life and property. These activities are complicated by the fact that each lifeline service is reliant on other lifelines functioning.
2. As steward of the emergency management sector, NEMA supports strategic resilience planning for lifeline utilities in New Zealand. This includes supporting the development, maintenance, and evaluation of the national planning framework, supporting doctrine, guidance, and practice for lifeline utilities.



3. As operator, NEMA National Lifelines Utility Coordinators staff the Lifelines Function Desk in the NCMC. NEMA also facilitates training and support for regional Lifelines Utility Coordinators.
4. As steward and operator, NEMA fosters strong connections with lifeline utilities and other important infrastructure sectors. Seven SCEs represent the most critical sectors nationally and are key conduits for action in readiness and response.
5. NEMA also supports and participates in an array of national and regional lifelines activities and groups, including:
  - New Zealand Lifelines Council.
  - National Lifeline Utilities Forum.
  - 16 Regional Lifeline Advisory Groups.
  - Two Response Planning Groups, East Coast LAB and AF8, which focus on the Hikurangi Subduction Zone earthquake and tsunami hazard and the Alpine Fault earthquake hazard, respectively.

### **Possible questions**

#### **What is PELOS that is mentioned in the Emergency Management Bill?**

- The Bill introduces a requirement for critical infrastructure entities to establish and publicly state their planning emergency levels of service (PELOS).
- PELOS are the levels of service that a critical infrastructure entity thinks will be available after a disaster. The process of establishing PELOS will enable service providers to better understand their vulnerabilities and interdependencies and build resilience into their response and recovery plans.
- Critical infrastructure entities stating their PELOS will:
  - help communities prepare based on the realistic expectations,
  - inform the development of effective readiness and response planning,
  - enable other critical infrastructure entities to plan based on interdependencies and expected emergency service levels,
  - aid the development of innovative solutions where services are severely compromised due the severity of the event scenario.

#### **Can NEMA hold providers to account?**

- The Bill holds no punitive provisions to hold infrastructure entities to account. NEMA instead coordinates infrastructure entities through establishing norms to follow and actively engaging with them during readiness and response.

#### **Why weren't telecommunications prioritised by NEMA and Lifelines during Cyclone Gabrielle?**

- The Telecommunications Emergency Forum Post Incident Report for Cyclone Gabrielle noted that telecommunications equipment was not prioritised for transportation by NEMA or the NCMC Lifelines function leading to delayed restoration of telecommunications equipment. It is understood that the incident referred to a piece of equipment that was required to travel from Whenuapai into the affected region. NEMA did prioritise telecommunications equipment after dealing with immediate life safety needs and welfare supply needs.

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# Deep-Ocean Assessment and Reporting of Tsunami Network

## Talking points

1. The Deep-Ocean Assessment and Reporting of Tsunami (DART) network, consisting of 12 DART ocean-deployed stations, enables timely detection and warnings of tsunami that can be communicated by NEMA via public alerting systems like Emergency Mobile Alerts.
2. The DART network also provides tsunami monitoring and detection information for southwest Pacific countries, including New Zealand's Pacific Realm countries (Tokelau, Niue and the Cook Islands), and Australia and South and Central America, depending on where the tsunami may be generated.
3. The DART network proved vital in analysing the tsunami threat to New Zealand's coastlines following the earthquake sequence of the East Cape in March 2021 and after the eruption at Hunga Tonga-Hunga Ha'apai volcano in Tonga in January 2022.
4. Long or Strong, Get Gone is still the best advice for earthquakes. If people are in a coastal area and feel a long or strong earthquake, they should not wait for an official warning to move immediately to the nearest high ground, out of all tsunami evacuation zones, or go as far inland as possible.

## Background

1. The DART network can provide rapid confirmation if a tsunami has been generated. This enables timely detection and more accurate warnings of tsunami that can be communicated via public alerting systems like Emergency Mobile Alert.
2. NEMA has been responsible for coordinating the agencies and activities involved in all stages of the project. This has been completed collaboratively between NEMA, Ministry of Foreign Affairs and Trade (MFAT), Ministry of Business, Innovation and Employment (MBIE), GNS Science and NIWA (climate, freshwater and ocean science).
3. The DART network consists of highly specialised equipment that is manufactured by Science Applications International Corporation in the United States. NIWA deployed the network, with initial assistance from the manufacturer. NIWA is responsible for the ongoing servicing of the DART network in-water assets.
4. The total cost of the network is \$47.3 million. Of this, up to \$20 million has been made available from MFAT vote Overseas Development Assistance (ODA), as the network provides increased coverage for the South-West Pacific nations. Given the coverage to the South-West Pacific, Australia also contributed \$3 million to capital costs from its aid programme.
5. Six DART stations are located to provide the best protection for New Zealanders from our highest risk areas close to New Zealand, based on geological and ocean science information. Six of the DART stations are located closer to our Pacific neighbours near significant southwest Pacific risk areas (see Figure 1 map).

## **Possible questions**

### **Is Long or Strong, Get Gone wrong?**

- Long or Strong, Get Gone is still the best advice for felt earthquakes. If people are in a coastal area and feel a long or strong earthquake, they should not wait for an official warning to move immediately to the nearest high ground, out of all tsunami evacuation zones, or go as far inland as possible. A key advantage of the DART network is that it will be able to confirm tsunami from earthquakes that are unlikely to be widely felt in New Zealand, e.g., from the Kermadec subduction zone.

### **How did the DART network perform in relation to the Hunga Tonga-Hunga Ha'apai eruption and tsunami?**

- The DART network proved vital in analysing the tsunami threat to New Zealand's coastlines following the eruption at Hunga Tonga-Hunga Ha'apai volcano in Tonga in January 2022.
- The New Zealand DART network provided the only credible measurements that confirmed a significant tsunami had been generated. This time window was crucial for tsunami response in both New Zealand and the greater southwest Pacific.
- Measurements from the DART network underpinned the Pacific Tsunami Warning Centre (PTWC) forecasting of tsunami impacts and crucial evidence that allowed the New Zealand Tsunami Experts Panel (TEP) to issue science advice pertaining to the threat of tsunami impacts on New Zealand.
- New Zealand DART data was also used by UN member states across the Pacific (e.g., Chile) to underpin their Tsunami Early Warning (TEW) and in some cases promote evacuation of coastlines prior to land inundation.

### **How does NEMA work to address any outages with the DART network?**

- Due to harsh, deep-sea operating conditions and equipment lifespans, other nations' DART networks operate at around 80% of stations transmitting successfully at any given time. As outages at individual sites was a known risk, our network design places multiple stations near our most significant sources of tsunami.
- Since deployment, issues with some buoys have occurred. The mooring design and excessive biofouling have been the primary failure mechanisms. Following analysis of the issues around the mooring design it was determined that incorporating a steel cable to 700m with an additional 200m of a Kevlar rope beyond this (compared with 200m of steel cable only) would mitigate against further losses. Work continues around addressing the issues that have resulted due to biofouling, primarily interruption to sea-to-land communications.

### **What are the benefits for Pacific Island countries?**

- The DART network will also provide tsunami monitoring and detection information for southwest Pacific countries, including New Zealand's Pacific Realm countries (Tokelau, Niue and the Cook Islands), and Australia and South and Central America, depending on where the tsunami may be generated.
- The Pacific Tsunami Warning Centre uses data the New Zealand DART network generates to provide better warnings to Pacific countries.

**How safe are the DART buoys for our marine environment?**

- The DART stations in New Zealand waters must comply with environmental standards overseen by the Environmental Protection Agency (EPA) to ensure they have minimal impact on the marine environment.
- All DART stations in international waters or in the Exclusive Economic Zones of Pacific nations will meet the same environmental standards as those in New Zealand waters.

**Why not use a New Zealand based technology agent?**

- Science Applications International Corporation (SAIC) is the only company licensed by the US National Oceanographic and Atmospheric Administration (NOAA) to build and commercialise DART componentry and is the only provider of the 4G DART buoys that New Zealand requires.

**Who are Science Applications International Corporation (SAIC), the suppliers you have chosen to purchase the DART Buoys from?**

- SAIC is a US company that manufactures approximately 85% of the world’s commercially deployed tsunami detection networks. It has a long and successful history.

**Is the Government aware that SAIC also produce military equipment?**

- We are aware of this, and we regard it as a separate matter. DART components are not military equipment; it is life-saving tsunami monitoring and detection technology.

**Location of New Zealand DART network array and current operational status.**

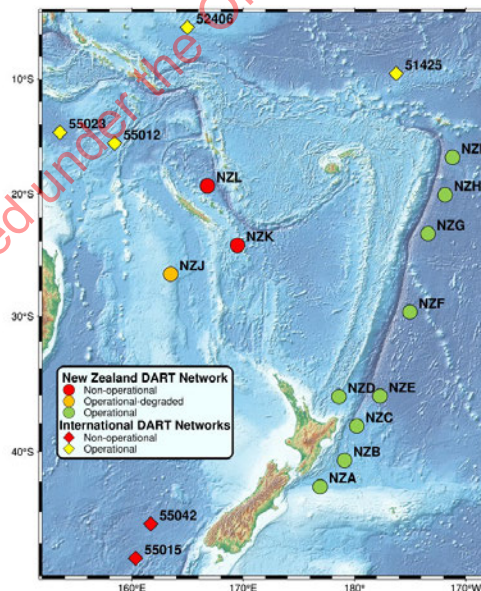


Figure 1: Location of New Zealand DART network array and current operational status. At the time of writing (March 2023), ten are fully operational and two are non-operational. Six international stations are also shown on this map, 55042, 55015, 55023 and 55012 owned and operated by Australia’s Bureau of Meteorology (BoM) and 52406 and 51425 owned and operated by the United States of America’s National Oceanic and Atmospheric Administration’s (NOAA) National Data Buoy Centre (NDBC).

# How the Emergency Management portfolio is funded

## NEMA 2022/23 Budget

1. NEMA's 2022/23 internal departmental operating budget (including overhead allocations and including all new funding approved during the 2022/23 year as included in the 2022/23 Supplementary Estimates) was \$67 million. NEMA also administered non-departmental appropriations in the Emergency Management portfolio of \$468.2 million (including estimate of up to \$400 million for reimbursement to local authorities for eligible response and recovery costs under the non-departmental appropriation: Local Authorities Emergency Expenses PLA).
2. The above 2022/23 budgets included the following Emergency Management portfolio funding changes since the 2022 Estimates:

### a. Departmental funding

	\$000
Increases funded by revenue from other organisations	
• CDEM Training Administration	100
• Coordinated Incident Management System	248
• MFAT partnership programme	635
• ShakeOut Campaign EQC Contribution	50
Increases for expense transfers from 2022/23	
• CBC Enhancements to Mobile Alerting System	1,900
• Dart Buoys Ongoing Maintenance	7,440
• EMAT Training Programme	170
• Emergency Management Leadership Development Programme	284
New funding approved during 2022/23	
• Alternative National Crisis Management Centre detailed business case preparation	2,600
• Public Sector Pay Agreement	200
• Extraordinary costs associated with 2023 North Island extreme weather events	20,000

### b. Non-Departmental funding

	<b>\$000</b>
Increases funded by revenue from other organisations	
• CDEM Training	1,898

	<b>\$000</b>
Increases for expense transfers from 2022/23	
• Support for Buller District Flood Response	2,019
• Chatham Islands Drought Resilience Project	500
• Disaster Relief Fund contributions	996
• Emergency Management Preparedness Grants (Resilience Fund)	800
• Te Hiku Water Tanks Project	6,100
New funding approved since Budget 2022	
• Support for Buller District Flood Response	10,636
• Contributions to disaster relief funds following the 2023 North Island extreme weather events	4,725
• 2023 North Island extreme weather events: Improving Access for Community Groups to Government Support for Emergency Response Cost	15,000
• 2023 North Island extreme weather events: Immediate Funding Support to Local Authorities for Residential Silt and Solid Waste Management	15,000

### **NEMA 2023/24 Budget**

3. The 2023/24 internal departmental operating budget (including all changes approved since Budget 2023) for NEMA is \$50 million and NEMA is administering non-departmental appropriations in the Emergency Management portfolio of \$26.8 million (including an estimate of up to \$5 million for reimbursement to local authorities for eligible response and recovery costs under the non-departmental appropriation: Local Authorities Emergency Expenses PLA). There is also a further \$12.3 million non-departmental appropriation in the Emergency Management Leadership and Support MCA for 2023/24 for a Crown contribution towards Nelson Flood Recovery, which is administered by the Cyclone Recovery Unit within Vote Prime Minister and Cabinet.

- a. Budget 2023 included three new initiatives that provided new funding for NEMA for 2023/24 as shown below.

#### **New departmental funding in Budget 2023**

	<b>\$000</b>			<b>2026/27 &amp; Outyears</b>
	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	

1. NEMA North Island Weather Events 2023/24 Response and Recovery Funding	1,849	-	-	-
Tsunami Monitoring and Detection Network Cost Pressures ( <i>for cost increases, partially funded by continued contributions from MFAT</i> )	1,800	4,390	9,390	7,090

**New non-departmental funding in Budget 2023**

	\$000			
	2023/24	2024/25	2025/26	2026/27 & Outyears
3. Disaster Relief Fund contributions – Increasing funding to Local Authorities following emergency events	100	100	100	100
2. Tsunami Monitoring and Detection Network Cost Pressures ( <i>for cost increases, partially funded by continued contributions from MFAT</i> )	-	1,110	1,110	1,110

4. Departmental funding increases in 2023/24 for the third year of the Budget 2021 initiative “Enabling the National Emergency Management Agency to build safe and resilient communities” that funded the increased size and scope of NEMA. The funding approved in Budget 2021 for the expansion of NEMA is shown below. This funding primarily supports the operating costs of NEMA, but also included amounts for corporate overhead costs.

	\$000			
	2021/22	2022/23	2023/24	2024/25 & Outyears
Operating costs	6,942	9,881	12,646	16,261
Capital injection for purchase of assets to support the additional staff	549	86	122	93 (2024/25 only, not outyears)

5. The above 2023/24 budgets include the following Emergency Management portfolio funding changes since the 2023 Estimates:

**a. Departmental funding**

	\$000
Increases funded by revenue from other organisations	
• CDEM Training Administration	100
• MFAT partnership programme	635

• ShakeOut Campaign EQC Contribution	50
Increases for expense transfers from 2023/24	
• Emergency Mobile Alerting Midlife Upgrade	1,900
• DartBuoys Ongoing Maintenance	4,216
• NEMA Geospatial Platform	383
• North Island Severe Weather Events NEMA Extraordinary Costs	3,000

**b. Non-Departmental funding**

	<b><u>\$000</u></b>
Increases funded by revenue from other organisations	
• CDEM Training	1,677
Increases for expense transfers from 2023/24	
• Support for Buller District Flood Response	7,753
• Contribution to Local Authorities costs of solid waste removal	6,092
• Emergency Management Preparedness Grants	854
• Support for Iwi, Rural and Pasifika Groups welfare response	2,671
• Te Hiku Water Tanks Project	1,677

Non-departmental funding was also appropriated to the Emergency Management Leadership and Support MCA for activity being administered by the Cyclone Recovery Unit:

	<b><u>\$000</u></b>
New funding approved since Budget 2023	
• Nelson Flood Recovery Package	12,300



# Emergency Management Bill

## Talking points

1. Before the Christmas holidays, the House Business Committee extended the report back date to 19 December 2024.
2. NEMA officials continue to analyse submissions. We will also support the Government to consider any changes it wishes to make to the Bill, including in response to the Government Inquiry into the North Island severe weather events (NISWE).

## Background

### **Overview of the Emergency Management Bill**

1. The Emergency Management Bill addresses issues identified through reviews of past responses to emergency events.
2. The Bill's main changes:
  - a. address confusion about the respective roles and responsibilities of CDEM Groups and the individual local authorities.
  - b. enable stronger national direction to ensure a more consistent approach to preparing for, responding to, and recovering from emergencies.
  - c. recognise the role of Māori in emergency management.
  - d. introduce new planning and information sharing obligations for critical infrastructure entities (currently known as lifeline utilities).
3. The Bill is not intended to be a vehicle for fundamental reform; the main civil defence emergency management structures, officers and powers remain in place.
4. Because the Bill is a full rewrite of the CDEM Act (including restructuring to improve transparency and accessibility), it gives the impression of making more change than it does.
5. The Government may want to make changes to the Bill to reflect the Government's policy direction, address issues raised by submissions, and respond to the Government Inquiry into the NISWE.

### **Emergency Management Bill timeline**

1. Policy decisions underpinning the Bill were made between 2018 and 2022, under Labour-led governments.
2. Labour introduced the Bill in June 2023. The Bill was before the Governance and Administration Committee (GAC) when Parliament was dissolved before the election. At that point, GAC had not received an initial briefing nor heard oral submissions (written submissions closed 3 November 2023).

3. In December 2023, the new Government reinstated the Bill (along with all other lapsed parliamentary business). At our Minister's request, GAC sought – and received – an extension from the House Business Committee and agreed to 'a report back date of 19 December 2024. It is likely that GAC will recommence its consideration of the Bill around July-September 2024.

### **Possible questions**

#### **Does the Bill do enough to ensure New Zealand's emergency management system is fit for-purpose?**

- The Government requested that the Committee consider seeking an extension of its report back date until December 2024 so that it can consider this.
- The policy work underpinning the Bill was completed before the North Island Severe Weather Events in early 2023, which means the Bill does not incorporate any lessons from those events.

#### **How will the Government Inquiry into North Island Severe Weather Events feed into the Bill?**

- The Government Inquiry will consider whether legislative settings, including the EM Bill, are appropriate.
- The Inquiry's final report is due 26 March 2024. Government will consider this report and decide whether to amend the Bill.
- Amendments could be proposed while the Bill is before your Committee or during the Committee of the Whole House.

#### **Will delaying the Bill perpetuate problems in responding to future emergencies?**

- Many of the improvements will be put into effect through subsequent secondary legislation, not directly by the Bill itself. Work to develop secondary legislation can be done while the Bill is progressing through its legislative stages. This means that even though the Bill will take longer at select committee, there won't be a big difference in when many changes take effect.
- There are also ways to mitigate risks. For example, enacting bespoke legislation to enable a state of local emergency to be declared while a state of national emergency is in force for another emergency event in the same area.

#### **What level of funding will be required to implement the Bill and how will this be funded?**

- The scale of support to implement the Bill is yet to be determined but will need to be consistent with available resources at the time.
- Examples of NEMA's support to implement the Bill may include:
  - developing education and information materials about the Act and updating resources and training
  - supporting the Minister to make regulations, and the Director to make rules.

- 
- Local government may have costs associated with updating their emergency management plans, resources and training materials to comply with new provisions in the Bill and any regulations and rules, and more and better consultation and planning.

**What is NEMA doing to ensure the Bill takes account of other government reforms?**

- Officials are keeping in close contact with other government reform programmes and will work to integrate the outcomes of these reforms when they are sufficiently progressed. The hazard-agnostic nature of the Bill means that changes resulting from other Government reforms are more likely to be at the operational level, but we continue to work with agencies to promptly identify any potential law changes as the Bill progresses.
- If amendments are required to our legislation, after it has passed, to give effect to the results of other reforms, then that will be worked through as part of those reforms.

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# Emergency Management Workforce Development

## Talking points

1. NEMA has invested time in developing its own staff in 2023 and will continue this commitment throughout 2024 including applying lessons from the North Island Severe Weather Events (NISWE) and preparing for Rū Whenua, the national exercise programme based on an Alpine Fault earthquake.
2. The NISWE confirmed that we need to build a wider system workforce solution, ensuring capable staff can surge into regions.
3. NEMA has established the CDEM/NEMA Workforce Development Project which is designed to achieve consistency with CDEM and national agency staff. It provides common training for coordination centre roles.
4. In 2023, 400 people attended NEMA led Knowledge of Coordinated Incident Management System (CIMS) training with 222 passing the associated New Zealand Qualifications Authority unit standard.
5. A new National Controller Working Group was established in December 2023. It will deliver a pool of Alternative National Controllers who will work with consistency and coherency. It is the first step in building nationally consistent response leadership capability.
6. The Alternative National Controller initiative is also part of the workforce development plan for a catastrophic response. This work programme has undergone a shift in focus from growing CIMS generalists to growing leadership capability and capacity for the Alternative (Alt) NCMC in Auckland.
7. The Alt NCMC work led to the establishment in 2023 of the Delegated Chief Executive Network, a joint initiative between NEMA and the Auckland Policy Office.
8. Workforce development requires a New Zealand and International solution. In 2023 NEMA, as Chair of the National Security System Training Development Group (NSSTDG), has expanded the membership to include a wider national agency cohort.
9. In June/July 2024, NEMA will lead Rū Whenua, a three-day National Alpine Fault Exercise. Participants will include CDEM groups, national agencies, the science community and NEMA.

## Background

1. Building response workforce capability and capacity is the initial workforce development focus. This will be followed by developing the recovery workforce and then a strategy encompassing the workforce from all 4Rs and from all potential sources including industry, international, students and reservists.
2. The EM workforce is diverse. It includes some permanent full and part time roles but relies heavily on people whose day job is not emergency management e.g. council employees,

national agency surge staff, community volunteers and Māori supporting communities in response. The workforce also includes emergency management assistance teams (EMAT), rapid response teams, and international responders.

3. The NISWE response reinforced the direction NEMA was taking to build workforce capability and capacity. More commitment has been made to the NEMA Response and Readiness Preparation (RRP) programme requiring all staff to prioritise the Wednesday training and exercises programme.
4. The Alt NCMC workforce development has included working with over 50 national agencies in 2023. The engagement has identified that unlike initial thinking, national agency staff will not be available to work in the Alt NCMC, because those staff will already be either:
  - a. Delivering their agency's critical business requirements (as under this scenario Wellington agency staff will be unavailable to do this)
  - b. Supporting continuity of government, or
  - c. they will be working in their agency's critical response roles e.g. supporting mass fatalities, providing rapid relief; managing international offers of assistance, etc.
5. These learnings mean this work programme has shifted from delivering a workforce of 600+ generalists to developing a leadership pool of 50. We aim to grow this pool to 200 within the next 24 months.
6. NEMA and the Auckland Policy Office established the Delegated Chief Executives Network (DCEN) and facilitated two meetings in the late 2023. The 2024 work programme will enable delegated CEs to build relationships, build readiness for a catastrophic event including developing leadership depth for both their agency critical functions and the Alt NCMC workforce.
7. This year has seen almost 100% utilisation of the Tertiary Education Commission funding that enables volunteers in regions to access training. NEMA manages this fund.
8. A draft project plan has been developed following a review of the learning platform takatū which supports over 12,000 learners from national agencies and CDEM groups.

### **Possible questions**

#### **Will national agencies be able to provide the required staff for the Alt NCMC?**

- No. It is already evident that agencies will have significant support roles to undertake in a catastrophic response, so many will have very limited capacity to staff the Alt NCMC.

#### **Is the leadership in place for a catastrophic event response?**

- No. The Delegated CEs have identified there is currently a leadership shortage outside of Wellington. Building an initial leadership cohort of 50 people to work in the Alt NCMC is a new priority for 2024.



**What are the significant barriers to training the response workforce?**

- The biggest training and exercise barrier is people’s limited time given this work is not their day job. An ongoing challenge will be maintaining currency and sustaining the workforce as people change or leave employment.

**Does New Zealand have a national approach to emergency management response training?**

- Not yet. In past years, different entities developed training for CDEM Groups compared with national agencies so currently there are two systems leading to inconsistency of provision as well as duplication of effort with limited resources. Actions are underway to shift to a one system model.

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# Government Inquiry into the North Island Severe Weather Events

## Talking points

1. In June 2023, Cabinet agreed to establish a government inquiry to identify lessons from the three severe North Island weather events<sup>3</sup> in early 2023 [CAB-23-Min-0213 refers]. The Inquiry commenced in July 2023.
2. The purpose of the Inquiry is to ensure that the design of New Zealand's emergency management (EM) system is appropriate to support readiness for, and responses to, future emergency events by identifying lessons from the 2023 North Island severe weather events (NISWE).
3. The Inquiry's scope is limited to the response activities undertaken during the NISWE, and the readiness activities ahead of these events. It will not consider policies and actions relating to recovery from these events or to risk reduction and resilience building.
4. The Inquiry provided its interim recommendations to the Minister on 7 December 2023. A final report, including final recommendations, will be provided to the Minister no later than 26 March 2024.
5. The interim recommendations provide an opportunity for the Minister to start considering the implications of the Inquiry's findings for the EM system and what the Government should do in response after it has received the final report.

## Background

1. The Inquiry Panel is led by Sir Jerry Mateparae, (Chair) with members John Ombler, Rangimarie Hunia, and Julie Greene. The Panel is supported by a Secretariat, hosted by the Department of Internal Affairs.
2. NEMA is undertaking an internal operational review of its role and actions in the response and early recovery phases of the NISWE.
3. Other reviews are happening concurrently across the EM sector (e.g., the independent reviews into the Auckland Flood Response and the Hawke's Bay Civil Defence Emergency Management Response into Cyclone Gabrielle).
4. These reviews are separate from the Government Inquiry. However, the Inquiry is expected to consider the outcomes of these reviews.
5. NEMA has also been interviewed as part of the Royal Commission of Inquiry into lessons learned from New Zealand's response to COVID-19. That inquiry will not report back until 30 September 2024. This may also have implications for the EM system.

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<sup>3</sup> Cyclone Hale in early January, heavy rainfall in the Northland, Auckland, Waikato, and Bay of Plenty regions on 26 January and Cyclone Gabrielle in February 2023.

## **Possible questions**

### **Why isn't the Inquiry looking at risk reduction or recovery?**

- Risk reduction is out of scope for this Inquiry as separate work programmes are already underway including resource management reforms, climate adaptation reforms, Future for Local Government, Cyclone Recovery Taskforce, and the Department of Prime Minister and Cabinet's work on strengthening the resilience of New Zealand's critical infrastructure system).
- Recovery for these events is ongoing and therefore outside the scope of this inquiry.

### **Will the interim recommendations be made public?**

- The Minister will decide whether to release the interim recommendations, and if so, when that happens. NEMA does not have any insight into whether this will happen.

### **How will the Government Inquiry's interim recommendations impact NEMA's internal review of its operational response?**

- NEMA's internal review is separate to the Government Inquiry and focused on NEMA's operational response only. We are currently finalising our review and expect to publish our report in March 2024.

### **How will the EM Bill reflect the Government Inquiry?**

- The Government Inquiry is due to provide its final recommendations and report to the Minister on 26 March 2024. The Government will then consider these and decide whether any amendments are required to the Bill. Such amendments could be proposed (via Amendment Papers) while the Bill is before your Committee or when the Bill is back in the House, during the Committee of the Whole House legislative stage.

### **How much is the Inquiry costing? Wouldn't this money be better spent helping communities recover?**

- This was a significant event. It is important to reflect on, and identify lessons, to ensure that the design of New Zealand's emergency management system is appropriate to support readiness for, and responses to, future emergency events.



# International

## Talking points

1. Disaster risk management (DRM) is a key part of the wider New Zealand Pacific strategy.
2. NEMA's International Engagement Team supports New Zealand's goal to build Indo-Pacific resilience to all hazards, including climate change.
3. NEMA is utilising international partnerships to support readiness and response, Catastrophic Planning, and the Regulatory Review programme.
4. NEMA provides targeted disaster risk management support to the Cook Islands, Niue, Samoa, Tokelau, and Tonga through the Ministry of Foreign Affairs (MFAT)-funded Pacific Disaster Risk Management (DRM) Programme including the Rapid Response Team (RRT)
5. NEMA's Rapid Response Team (RRT) recently deployed to Samoa and Tonga for post-familiarisation visits to develop partnerships and advise on assistance available in case of a disaster. They also deployed to Vanuatu and the Autonomous Region of Bougainville to support the emergency management response to Cyclone Lola (Vanuatu) and a volcano eruption (Bougainville), both were part of the MFAT-led response.

## Background

1. In February 2018, Cabinet agreed to a refreshed engagement approach with the Pacific, known as the Pacific Reset. This included building deeper partnerships with Pacific Island countries and ensuring New Zealand Government decision-making on domestic policies considers the implications for the wider Pacific.
2. Supporting Pacific DRM enables New Zealand to build and maintain our relevance and connection with Pacific partner countries, minimise humanitarian impacts during and following a disaster, and reduce response costs in the Pacific for partner countries and New Zealand alike.
3. New Zealanders' long-term wellbeing depends, in part, on international collaboration to safeguard shared global resources, promote global norms, and achieve sustainable development. We build trust and long-term capital in our relationships with other countries so we can receive support when needed. COVID-19 has also increased awareness of our interdependency and the connections between Pacific and New Zealand wellbeing.
4. The Pacific DRM Programme is an MFAT-funded programme. Through this Programme NEMA works with the Cook Islands, Niue, Samoa, Tokelau, and Tonga to build DRM capability. The Programme also has a RRT that can be deployed to support disaster response in the wider Pacific Region at MFAT's request.
5. The Programme aligns with Pacific partners' goals to enhance their DRM capability. The Programme is driven by partner countries' needs and requests, supported by grant funding and technical advice from NEMA.

## **Possible questions**

### **How is NEMA strengthening international partnerships?**

- NEMA co-chairs the Resilience and Emergency Management 5, under the Five Country Ministerial; and the Pacific Tsunami Warning System Disaster Risk Management and Preparedness Working Group and the Working Group on Tsunami Detection, Warning and Dissemination.
- NEMA leads New Zealand's participation in APEC's Emergency Preparedness Working Group and Senior Disaster Management Official Forum and serves as the Sendai Focal Point under the Sendai Framework for the United Nations Office of Disaster Risk Reduction.
- Participation in these international forums is an opportunity to share New Zealand's expertise on the world stage, and to learn from the experiences of other nations.

### **What support was provided by the international community during Cyclone Gabrielle?**

- New Zealand accepted offers of assistance from the United States who deployed a US AID team and provided satellite imagery, and Fiji who sent teams of disaster management experts, military personal and police. These deployments supported the response at the national and regional levels.
- Australia Task Force 1 deployed to New Zealand to facilitate damage assessments during the response. Australia also provided military support in coordination with NZDF.
- Niue also sent a team of 5 to New Zealand to support the recovery efforts in the Hawke's Bay. A first for New Zealand to have international assistance in recovery.

### **What countries does NEMA have partnerships with?**

- Through the Pacific DRM Programme we have partnerships with Cook Islands, Niue, Samoa, Tokelau, and Tonga.
- NEMA has signed Memorandums of Cooperation with Australia's National Emergency Management Agency, Fiji's National Disaster Management Office, and the United States' Federal Emergency Management Agency.
- NEMA is negotiating several additional partnership agreements.

### **What are the emissions implications of the international programme?**

- NEMA considers the costs and benefits of all international travel. Where it is possible to participate in events or attend meetings virtually this option is always considered. Where in person presence is required, all flights are economy class to reduce emissions.
- The Pacific is at the frontline of the impacts of climate change. NEMA's DRM work supports Pacific partners to enhance their resilience to the impacts of climate change.

### **How would expansions to the Programme be funded?**

- The Pacific DRM Programme is funded by MFAT and currently, any expansions would be through MFAT's appropriations.

# NEMA's iwi and Māori partnerships

## Talking points

1. Māori are one of the populations disproportionately impacted by emergencies. Māori also play a valuable role in responding to and recovering from emergencies, especially within local communities.
2. The isolation experienced by communities during the North Island severe weather events (NISWE) has confirmed the critical role marae, hapū and iwi play in emergency management (EM) and have highlighted areas where NEMA and the wider EM system can improve.
3. During the NISWE there was the first official activation of the Kaitohutohu Coordinated Incident Management System (CIMS) function. This national level Māori Liaison function manages relationships and issues pertaining to iwi, hapū and whānau during a response.
4. In 2023 NEMA appointed a Chief Māori Advisor, who will continue the development of NEMA's Te Kāhui Mataara (Māori strategy) which will include lessons learnt through recent responses.

## Background

1. The 2017 Technical Advisory Group (TAG) review 'Better Responses to Natural Disasters and Other Emergencies in NZ' provided recommendations to the Government to improve the role of iwi Māori in the CDEM system. The Government committed in its response to explore:
  - a) iwi representation on Coordinating Executive Group (CEG) of each CDEM Group.
  - b) an explicit requirement for CDEM Groups to consult with iwi Māori on emergency management (EM) planning, particularly when developing their Group Plans.
  - c) a proposal that CDEM Groups work with local marae to identify who could, and would want to, have a role in emergency responses; and any infrastructure upgrades and training needed to enable marae to respond effectively.
  - d) a proposal that CDEM Groups undertake planning, understand tikanga, and develop protocols with those identified marae that may be required, including to support reimbursement for welfare-related expenses.
  - e) The Public Service Act 2020 also recognises the importance of strengthening Māori Crown relationships to improve services and outcomes for Māori.

## Possible questions

### **What work is NEMA undertaking with iwi Māori?**

1. NEMA is currently developing its programme of work focusing on Māori participation in the EM system- Te Kāhui Mataara.
2. The Te Kāhui Mataara programme will enable and support:

- 
- a) the establishment of the Tākaihere function (to replace the Kaitohutohu function)
  - b) the application of te ao Māori / Matauranga Māori principles across all layers of the EM system and sector.
  - c) the building and strengthening of partnerships between the EM sector and iwi, hāpu, marae and whānau at local, regional, and national levels.
  - d) Māori to determine their own participation within the EM system across the 4Rs, ensuring they are equipped and enabled to support their communities.
3. The Alternative National Crisis Management Centre (aNCMC) project has included Māori advisors. Māori participation has been embedded in all levels of the project, including leadership, strategy, policy and operations of the aNCMC.
  4. Te Korowai o Wainuiārua has sought through their Deed of Settlement a process to initiate and establish post-settlement relationships with a range of central and local government agencies to foster co-operation based on shared goals, including NEMA. Te Korowai o Wainuiārua are seeking to confirm areas of mutual interest which includes how best to enable Māori participation within the Emergency Management System and contributing to NEMAs overall approach to building a more resilient Aotearoa in response to national disasters. NEMA have undertaken to initiate contact in the New Year.

### **What work is NEMA undertaking to improve Māori/iwi community resilience and preparedness?**

Examples of NEMA's work to improve Māori/iwi community resilience and preparedness:

- NEMA is implementing Te Kāhui Mataara work programme which is inclusive of workforce capability
- Progressing the EM Law Reform Programme, which includes incorporating te ao Māori and Māori participation into EM.
- The development of the Tākaihere function to manage issues pertaining to iwi, hapū and whānau in support of the response to a national event. Its function is intended to work alongside other functions in NCC and NCMC.
- The CDEM resilience fund supported Te Kotahi o Te Tau Ihu Charitable Trust with their two-year project, Kia Kotahi te Hoe, which increases the capability and capacity across marae, hapū and their communities to be better prepared and embed their EM Plan.
- In 2023, NEMA launched a new public education campaign 'Prep Talk', which features a Māori-Pasifika whānau engaging to get ready for a disaster. This campaign promotes how whānau and community connectedness – a strength of Māori and Pacific communities – plays a vital role in emergency preparedness.

NEMA worked with RNZ and Manatū Taonga to secure government funding to retain AM transmission masts in Northland, ensuring remote communities highly represented by Māori are able to access emergency information.

# Monitoring, Alerting & Reporting Centre (MAR)

## Talking points

1. The Monitoring, Alerting and Reporting (MAR) Centre is NEMA's 24/7 capability which scans for, assesses, and disseminates information on hazards that are, or may become, an emergency, with a particular focus on local and regional tsunami threats.
2. When a tsunami threat is identified, the MAR Centre will confirm the scale of the threat with GNS. This information will be passed to the NEMA Director Civil Defence Emergency Management and National Controller. The Minister may then be updated.
3. The emergency management (EM) sector and selected media outlets are alerted through the National Warning System (NWS) which sends out emails, texts, and voice messages. This system can also be used to activate the NEMA National Coordination Centre (NCC).
4. The Emergency Mobile Alert (EMA) system is used to send messages directly to all smart phones within selected at-risk communities or locations. The MAR Centre also publishes advice and warnings through NEMAs website, Facebook, and Twitter.
5. The MAR Centre works with science partners, government agencies and lifeline service providers to identify other potential threats such as severe weather, wildfire, infrastructure failure, space originated threats, and mass casualty/evacuation events.
6. The MAR Centre provides a 24/7 tactical intelligence capability for NEMA and the EM sector.

## Background

1. The MAR Centre was first commissioned in September 2021 in response to the Government's 2018 Technical Advisory Group review, tasked with 'increasing the speed by which alerts are provided and distributed, particularly in regard to providing timely and geographically accurate tsunami warnings'.
2. The centre commenced 24/7 operations in June 2022, replacing NEMA's previous Duty/On-Call arrangement. The MAR Centre became fully autonomous in December 2022.
3. The MAR team consists of 20 full time staff, divided into four watches, working 12-hour night and day shifts. Additional support is provided by an on-call NEMA Public Information Manager (PIM) and two Regional Engagement Management Advisors (REMA).

## Possible questions

### **Does the MAR Centre only monitor and respond to natural hazards?**

- No, the MAR Centre has monitored a wide range of hazards since their establishment. They have been involved in monitoring and reporting on critical infrastructure failure, space debris, and a variety of other events in which NEMA is not the lead agency for.

This has enabled NEMA to enhance its situational awareness on events outside of those they are the lead agency for.

**How does the MAR Centre maintain its readiness to respond in an emergency?**

- The MAR Centre conduct regular training drills across different scenarios to maintain readiness to respond in an emergency.

**What does the MAR Centre do during NCC activations?**

- During activations, the MAR Centre is responsible for continuing to monitor for the emergence of other events. The MAR Centre ensures that even during activations they are always ready to respond to a tsunami should one occur.
- The MAR Centre has the capacity to support the NCC Intelligence and Welfare Function if required, which it did during Cyclone Gabrielle North Island Severe Weather Event.

**What do the MAR Centre staff do when there are no events?**

- The MAR Centre prepares a Daily Intelligence Briefing to provide awareness that supports informed decision making to NEMA staff. In addition, the MAR Centre contributes to weekly and fortnightly status reports.
- Daily, staff attend meetings with a variety of stakeholders and partner agencies daily to boost situational awareness.
- All MAR Centre staff have responsibilities to contribute to their assigned portfolios. There are 18 different portfolios ranging from Business Continuity Planning to Engagement and Training. The work being done on these portfolios is predominantly focussed on readiness and establishing the MAR Centre as a world class operations centre.

**What is the focus for the MAR Centre's future?**

- A set of primary and secondary objectives have been established which are centred around the MAR Centre maintaining a resilient 24/7 capability to issue warnings and support other functions within the NCC/NCMC.
- The MAR Centre will continue to build their intelligence capability, going beyond explaining the situation and having more of a focus on explaining what will happen next.

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# National Emergency Management Plan

## Talking points

1. Revision of the National Emergency Management Plan has been extended to ensure there is alignment with the EM Bill.
2. The new National Plan will keep what currently works within the National CDEM Plan, with improvements based on lessons from recent events, for example a stronger focus on welfare and recovery.
3. There is also the opportunity to rewrite and restructure the Plan. Ideally, the new Plan should be user-friendly and written in plain language. It is important that all agencies and CDEM Groups understand their roles and responsibilities and can activate them as quickly as possible in an emergency.

## Background

1. The National Civil Defence Emergency Management (CDEM) Plan Order 2015 (the Plan) sets out the principles, roles and responsibilities for emergency management risk reduction, readiness, response, and recovery at the national level.
2. The accompanying Guide provides additional information on operational arrangements to assist and support agencies and CDEM Groups to achieve the purpose and objectives of the Plan.
3. The CDEM Act 2002 requires the Minister to review the Plan every five years. Work commenced on a review of the National Plan to align with the EM Bill. Work on the new National Plan slowed when the EM Bill entered the House in June 2023. This would allow Select Committee EM Bill amendments to be incorporated into the Plan and ensure NEMA didn't get ahead of the Parliamentary process.

## Possible questions

### **What is NEMA doing to ensure the National EM Plan takes account of changes across Government and the EM sector?**

- Officials are keeping in close contact with other Government departments, to ensure the Plan integrates any changes in the last 8 years. This includes considering any lessons from the Government Inquiry into the North Island Severe weather events.

### **Why has the National CDEM Plan passed its operative period without a review?**

- The National CDEM Plan remains operative until it is replaced. The current plan was last reviewed in 2015. A review of the National Plan started in 2020 and was later paused to ensure alignment with policy changes in the EM Bill.

### **Why is there a separate Plan and Guide?**

- The Guide provides additional information on operational arrangements to assist and support agencies and CDEM Groups to achieve the purpose and objectives of the

Plan. While the Guide is not a statutory requirement under the Civil Defence Emergency Management Act 2002, it is referred to in the current Plan.

### **What is the relationship between Catastrophic Planning and the National Plan?**

- The Catastrophic Planning programme is focused on the operational requirements to respond to a catastrophic level emergency. Whilst a welcome by-product is the lifting of the All-of-Government system capability to manage a catastrophic level impact, the key deliverable of the programme is an operational product for the National Controller
- The National Plan is a strategic all-of-Government Plan that sets out high-level roles and responsibilities, rather than detailed operational tasks.

### **What is the relationship between Lead Agency and the National Plan?**

- The National CDEM Plan currently lists Lead Agencies – the government department, Crown entity, CDEM Groups and regional council responsible for managing and responding to emergencies arising from specific hazards. The Plan also identified Support Agencies, which are responsible for managing specific consequences of emergencies regardless of the hazard.
- The EM Bill provides mechanisms to define lead and support agency responsibilities, appoint a new Lead Agency for a novel issue and govern lead and support agency arrangements.

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# Operational Readiness

## Talking points

1. NEMA is the Government lead for developing operational systems and capabilities before an emergency happens. This includes making arrangements with emergency services, lifeline utilities, and other agencies, and developing self-help and response arrangements for the public.
2. NEMA has a work programme to identify and address gaps in operational readiness for itself and the Emergency Management (EM) sector. It also supports operational readiness of other Government agencies who have a role in emergency management (EM).

## Background

1. As steward and operator of the EM sector, NEMA plays a key role in developing and maintaining the systems, arrangements, facilities, and infrastructure of New Zealand's EM system to be ready for and able to respond effectively to emergencies.
2. NEMA's Operational Readiness and Response Team works closely with partner agencies and other NEMA Business Units to improve operational readiness at both the system and agency level.
3. Examples of system-level operational readiness initiatives include:
  - a) Development of a national tsunami strategy and work programme which are aligning national agencies, CDEM Groups, and the science sector to make system-wide improvements to the end-to-end tsunami detection and warning process.
  - b) Strengthening operational arrangements for effective integration and use of international assistance which may deploy to New Zealand in response to national emergencies.
  - c) Operationalisation of National Response Plans such as the Wellington Earthquake National Initial Response Plan (WENIRP).
4. Examples of agency-level operational readiness initiatives include:
  - a) Developing and updating operational doctrine such as the Concept of Operations (CONOPS) and associated Operating Models and Standard Operating Procedures (SOPs) which define how NEMA will respond to emergencies as a lead or support agency.
  - b) Development of staff response plans which clarify agency expectations and define what actions NEMA's staff should take during emergencies to support personal resilience and ensure operational readiness of NEMA's own workforce.
  - c) Maintenance and ongoing upgrades of NEMA's response facilities including the primary National Crisis Management Centre (NCCMC) in Wellington, and alternative facility in Auckland.
5. NEMA's operational systems include:
  - a) **Emergency Mobile Alerting Capability:** A public alerting system that enables NEMA to rapidly disseminate life-critical information to the public during emergencies using

cellular broadcast technology. This technology ensures timely and widespread communication, vital for public safety.

- b) **The National Warning System (NWS):** A robust and integrated system designed to distribute warnings and advisories to key agencies and stakeholders. The NWS plays a crucial role in the early warning process, enabling swift initial decision-making and response coordination.
- c) **The Emergency Management Collaboration Tool (Emi):** A dynamic platform facilitating collaboration and information sharing among participants. Emi is reaching the end of its product lifecycle. To continue collective response capabilities a revision of the existing and emerging requirements is needed to refresh the tool.
- d) **Geospatial Capabilities:** Geospatial technology provides accurate situational awareness. This capability is pivotal in strategic planning, resource allocation, and impact assessment, enabling NEMA to respond effectively to diverse emergency scenarios. It is reliant on data to enable the system. Therefore, the situational awareness obtained is only as good as the data that is available and accessible.

These operational systems are the backbone of NEMA's operational technology portfolio.

#### 6. Initiatives and Developments:

- a) **Continuous Enhancement of the Emergency Mobile Alerting System:** Regular updates and testing ensure this system remains effective and reliable, capable of reaching the majority of New Zealanders swiftly in an emergency.
- b) **Advancements in the National Warning System:** Ongoing enhancements to the NWS include migrating to cloud and refining protocols for faster, more accurate threat detection and communication. The NWS is also reaching the end of its current contractual term. As such, a market tender will be issued to allow other vendors to respond.
- c) **Evolution of the Emergency Management Collaboration Tool (Emi):** We are looking to expand Emi's functionalities to include more robust communication channels and data analytics capabilities, whilst a refresh of the tool is initiated. Such an investment is essential to deliver a common operating platform for the system and sector.
- d) **Alternative Communications:** NEMA is investing in satellite and radio technology to enable persistent communication and data transfer in an emergency. In doing so, the notion of 'at any time, from any place, to any user, from any device, and under any environmental constraint can be achieved.
- e) **Geospatial Capability Expansion:** Investment in new geospatial technologies and data sources to provide more detailed and accurate situational maps, aiding in both planning and real-time emergency response. Future investment is crucial to enable the delivery of a common operating picture.

These initiatives exemplify NEMA's proactive approach in maintaining and advancing operational systems critical to emergency management. Through these efforts, we not only enhance our own readiness but also contribute significantly to the resilience and preparedness of the CDEM sector and other Government agencies involved in emergency management.

## **Possible Questions**

### **How effective has the Emergency Mobile Alerting system been in actual emergency situations?**

- The Emergency Mobile Alerting system has proven highly effective in real-world scenarios. It has enabled us to rapidly disseminate crucial information, reaching the vast majority of New Zealanders within minutes.

### **How does the National Warning System integrate with other emergency systems?**

- The National Warning System is seamlessly integrated with various emergency systems, including local emergency services and international warning networks. This integration ensures a cohesive and coordinated response to threats. Its reliability is continually tested and enhanced through regular system upgrades and rigorous training exercises, ensuring a high degree of accuracy and promptness in threat detection and communication."

### **What are the unique capabilities of the Emi tool, and how is it being utilised across agencies?**

- Emi offers robust communication channels, information sharing, and collaborative planning features. It's extensively used by NEMA for coordinating multi-agency response efforts, planning, and sharing best practices. For example, in the recent Cyclone Gabrielle, Emi facilitated inter-agency collaboration to support the function of the NCMC.

### **How have advancements in geospatial capabilities enhanced NEMA's emergency response strategies?**

- The advancements in geospatial capabilities have the capacity to revolutionise our approach to emergency response. With detailed situational maps, we would be able to better assess the impact of emergencies, strategically deploy resources, and execute evacuation plans more efficiently. These capabilities will be instrumental in emergencies, where they enable us to make informed decisions quickly, saving lives and minimising damage.

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# Public education and readiness

## Talking points

1. Public education is the cornerstone to ensuring that the public are ready for an emergency.
2. This means knowing the right life safety actions to take, and having the plans and supplies to get through the first few days of an emergency.
3. NEMA runs public education programmes to promote public readiness. We primarily do this through campaigns promoted by NEMA and our partners, and the Get Ready website.
4. The Get Ready website is our national resource for public preparedness information. The website is available in 14 languages including English, te reo Māori, New Zealand Sign Language. The website has been upgraded to meet the latest accessibility requirements with alternate formats.
5. NEMA continues to improve the Aotearoa Tsunami Evacuation Zone Map on the Get Ready website. This national map promotes tsunami safety by allowing people to use their address to determine whether they are within or near a tsunami evacuation zone.
6. A new preparedness campaign called 'Prep Talk' was launched in 2022-2023, with a strong Māori and Pacific focus, promoting emergency preparedness to everyone through community and whānau connectedness.
7. The 2023 Emergency Preparedness Survey has shown a significant increase of the number New Zealanders who have taken steps to prepare for a disaster in the past 12 months (43%, up from 33% in 2022).
8. The significant decline (down 12%) in tsunami safety awareness in 2022/23 reinforces the need for constant tsunami education. NEMA is running a tsunami safety campaign in 2023/24 to improve awareness again.

## Background

1. NEMA's public education programme has an annual baseline budget of around \$700k and comprises:
  - a) targeting priority groups (low-income families, under 30s, ethnic communities) that have low rates of preparedness and awareness.
  - b) New Zealand ShakeOut annual earthquake drill and tsunami hikoi.
  - c) tsunami awareness campaigns (Long or Strong, Get Gone / Know Your Zone).
  - d) Get Ready website and general preparedness campaign (Prep Talk).
  - e) Emergency Mobile Alert awareness campaigns (to promote nationwide tests – not funded out of core promotional budget).
  - f) Flooding awareness (Get the Flood Out / Flood Waters are Deep Trouble).



g) What's the Plan Stan schools programme.

h) Annual emergency preparedness survey.

2. NEMA operates Facebook, Twitter, Instagram and LinkedIn social media channels. We use them primarily to promote emergency preparedness awareness. Facebook and Twitter are also used as official warning channels.

### **Tracking public readiness**

1. The Annual Disaster Preparedness Survey has been running since 2006 and now canvases around 1,400 people across New Zealand. The 2023 survey results were released in November 2023.
2. The survey findings help NEMA design its public education programme and informs its annual key performance indicators relating to preparedness and awareness of life-saving actions.
3. There has been a significant increase of the number New Zealanders who have taken steps to prepare for a disaster in the past 12 months (43%, up from 33% in 2022). This is likely driven by recent emergencies.
4. The survey found that New Zealanders still understand that disaster preparation is their personal responsibility, seeing it as important and relatively easy.
5. Most New Zealanders continue to know what actions they should take in the event of an earthquake by the coast.

### **Possible questions**

#### **Is any rebranding planned for NEMA? If so, how much has been budgeted for this?**

- We have no plans to pursue any rebranding.
- We note that the TAG review proposed retiring the term “civil defence” and replacing it with “emergency management”. This has largely happened in terms of official nomenclature. However, the Civil Defence brand remains an important public-facing brand for the sector, and carries a high level of trust, recognition and authority.
- Furthermore, any rebranding would need to be informed by research to ensure it didn't create any unintended adverse effects and would likely be costly.

### **Communicating with Māori**

- NEMA continues to work closely with Māori media organisations to champion their role as an emergency communications channel and improve access to timely information for Māori communities.
  - a) In 2022 we launched the translation of our Get Ready website into te reo Māori.
  - b) NEMA has worked with multiple iwi radio stations to include them in the National Warning System.
  - c) During the COVID-19 response and the 5 March 2021 tsunami sequence, we engaged with Māori Television to arrange for official messages to be disseminated and translated to its audiences.

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- d) We are advanced in negotiations with Māori Television for it to join the MOU for Broadcasters and work with NEMA as partners in supporting Māori communities in disseminating emergency information.
  - e) NEMA is working with the Māori Media Network and Māori Television to ensure Māori media organisations are included in our promotional campaigns, and we continue to develop te reo Māori public education content across our campaigns.

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# Risk Coordinating Agencies

## Talking points

1. New Zealand takes an integrated approach to managing risk – this is known as the 4Rs (risk reduction; readiness; response; and recovery).
2. The 'National Risk Approach'<sup>4</sup> is how New Zealand identifies and manages its most significant risks. Central to this are Risk Coordinating Agencies who are responsible for leading the assessment of risk and identifying opportunities to reduce risk and improve resilience.
3. NEMA is the Risk Coordinating Agency for: earthquakes, tsunami, volcanic activity, flooding, severe weather and coastal hazards.
4. While NEMA coordinates the assessment of risk, it does not have a direct role, in terms of regulatory functions or powers, to undertake risk reduction. NEMA advocates for reduction through membership of the Hazard Risk Board and as steward of the emergency management system.
5. NEMA directly supports management of risk by growing effective emergency readiness, response and recovery capability, agnostic to hazard. This is most effective when locally led, regionally coordinated, and nationally enabled.
6. Climate change is an exacerbator of existing risk. The Ministry for the Environment leads the Government's work programme on climate change. NEMA supports this work through involvement in interagency groups, including at CE level.

## Background

1. DPMC leads the approach to identifying and managing the most significant risks to New Zealand, as part of New Zealand's ODESC System. It has published a list of 38 risks on the National Risk Register<sup>5</sup>.
2. Nationally significant risks are assigned Risk Coordinating Agencies to support a shared understanding of risk across government. These agencies are responsible for leading the assessment of risks, drawing on relevant evidence and subject matter expertise, and for identifying opportunities to reduce risk and improve resilience.
3. Two risks do not have a confirmed Risk Coordinating Agency:
  - a. **Space weather** – NEMA has a role in dealing with the consequences of space weather but is not best placed to coordinate agencies (and private sector) across the 4Rs. MBIE is temporarily taking the lead on this (this is not published on the DPMC website).

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<sup>4</sup> [New Zealand's Nationally Significant Risks | Department of the Prime Minister and Cabinet \(DPMC\)](#)

<sup>5</sup> [New Zealand's Nationally Significant Risks | Department of the Prime Minister and Cabinet \(DPMC\)](#)

## **b. Global navigation satellite system (GNSS) disruption.**

4. Each hazard type presents different circumstances and challenges for the ways in which risk reduction is carried out. Furthermore, it may be based on variable combinations of national and local policy settings.
5. Most activity within NEMA directly supporting risk coordination outcomes is carried out by the Policy and Hazard Risk Management (HRM) teams, primarily through the provision of first and second opinion policy advice. For the HRM team, this support includes leading the agency's development of risk profiles for the hazards for which NEMA has been appointed Risk Coordinating Agency.
6. Because NEMA takes a hazard-agnostic approach to resilience across the 4Rs, all teams at NEMA contribute to risk reduction outcomes by acting as a steward, operator, and assurer for the emergency management system. For example, NEMA ensures effective planning arrangements are in place at the national level and provides guidance for local planning, risk assessment and mitigation.

### **Possible questions**

#### **What assistance does NEMA provide to local government and CDEM Groups to manage risk?**

- In 2022 NEMA published the Risk Assessment for CDEM Group Planning Director's Guideline. This guideline provides context, methodology and tools for CDEM Groups and their partner agencies, to assess and evaluate hazard risks. The risk assessment process supports the development of CDEM Group Plans and aids decision making related to risk management within Group areas.

#### **What advice is NEMA providing the public to be prepared for natural hazard risks?**

- NEMA actively promotes emergency preparedness and safety through campaigns focused on general preparedness - and the dangers of earthquakes, tsunamis, COVID-19 and severe weather. These campaigns are supported by NEMA's emergency preparedness website, [GetReady.govt.nz](https://www.getready.govt.nz). This website raises awareness of natural hazards in New Zealand and provides emergency preparedness advice in multiple languages and alternate formats.

#### **How does NEMA engage with iwi and Māori in its role as Risk Coordinating Agency?**

- As a Risk Coordinating Agency, NEMA follows the restricted National Risk Approach. The restricted classification of the approach means NEMA only engages other government agencies (including Te Puni Kōkiri) in the development of risk profiles.
- At the regional level CDEM Group use guidance produced by NEMA to undertake comprehensive risk assessment across all hazards. This guidance stresses the need to work in partnership with iwi / Māori. While the specific method of engagement is not specified (due to regional variation), the guidance recommends utilising the established relationships of the CDEM Group and/or Regional Council. Many Groups undertaking the assessment process have carried out additional iwi only workshops focused on risks of specific importance.

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# The use of science at NEMA

## **Talking points**

1. NEMA's use of science and research includes using evidence to inform current and future emergency management (EM) system needs that reflect Aotearoa's changing communities, climates, risks, and strategic environments.
2. Science is integrated across all teams at NEMA, with key relationships and translation facilitated and led by the Chief Science Advisor and the Hazard Risk Management Team.
3. NEMA's Science Strategy helps ensure strategic leadership decisions for the 4Rs and EM capability and capacity, are based on the latest research, science, and best practices.
4. A connected system of scientific research, monitoring, expert advice, and interpretation informs EM decisions and communications to the public and stakeholders.
5. The value of science in emergencies was demonstrated in the recent response and ongoing recovery to the 2023 North Island severe weather events. There are important lessons from this event that will be used to improve the integration of science and the science community in future emergency responses.

## **Background**

### **The integration of science and EM is increasingly critical**

1. Science has a critical role that underpins risk reduction, readiness, response, and recovery activities, as well as developing world-class professional EM capability and capacity. It is essential for equipping decision makers (including the public) with the best possible knowledge and tools to manage these risks and increase individual and collective resilience.
2. Climate change continues to increase disaster risk for Aotearoa New Zealand, with the increase in frequency and intensity of severe weather events across the motu. Science information is key to understanding how communities will be impacted by climate change and future hazard events and identifying effective mitigation and adaptation measures.
3. The objectives of the Aotearoa New Zealand National Disaster Resilience Strategy highlight the critical role science and the science community play in both informing decision-making and helping the public understand disaster risk.
4. NEMA actively maintains formal and informal networks with science and research agencies to ensure the EM sector is equipped with the best possible science advice. NEMA also proactively contributes to national research priority setting and strategic direction of relevant science agencies and functions (e.g., GeoNet).

### **EM frameworks enable the integration of science into decision-making across the 4 Rs.**

1. NEMA's strategic approach to science is described in the NEMA Science Strategy which has four goals focused on the accessibility and effectiveness of scientific data and information for emergency management.

2. The National Civil Defence Emergency Management (CDEM) Plan (2015) sets out consistent principles for the roles and responsibilities of science organisations in the CDEM sector across the 4Rs. It states that improving the coordination, promotion and accessibility of science and research is fundamental to CDEM.
3. NEMA participated in the development of the National Adaptation Plan and is responsible for six actions that support developing the EM system. One of the six actions for NEMA is improving how science, data and knowledge are used to inform EM.

### **Science is frequently utilised in an operational capacity to support decision-making**

1. NEMA convenes the New Zealand Volcanic Science Advisory Panel and the Aotearoa Earthquake Science Advisory Panel, consisting of leading national scientists across a range of science and mātauranga Māori disciplines. These groups provide critical support in the delivery of independent expert science advice for decision-making across all 4Rs.
2. This year NEMA has also established a National Heat Reference Group, an interagency group to provide national leadership for heat (in the context of severe weather) risk management across the 4Rs.
3. A Māori Science Advisory Panel is being scoped by NEMA's Chief Māori Advisor and Chief Science Advisor, with support from the Hazard Risk Management team to acknowledge the important role of Māori in science and mātauranga Māori in a disaster resilient Aotearoa. A Severe Weather Science Advisory Panel is also being investigated as a priority.
4. NEMA uses science and research to improve operational decision-making by increasing the understanding of hazards and risks, for activities across all 4Rs. This was demonstrated by the mobilisation of the national science community to develop a comprehensive Hikurangi Subduction Zone scenario for NEMA's first catastrophic planning workshop in 2022.
5. Science agencies, particularly GNS Science and NIWA, have a critical role in Aotearoa New Zealand's end-to-end tsunami warning system. From operation and management of the DART Buoy network to the provisioning of tsunami threat advice, NEMA is reliant on science expertise to provide the public with fast and accurate tsunami warnings.

### **Possible questions**

#### **How was science used to support the recent response to Cyclone Gabrielle?**

- NEMA coordinated and supported a broad range of scientific activities to support the response to and recovery from the North Island Severe Weather Event. Examples of this include supporting life-safety landslide assessment for CDEM Groups (GNS Science) and providing scientific input for emergency policy and funding (e.g. disaster waste). More recently by providing support to the Cyclone Recovery Unit and Cyclone Taskforce to leverage scientific knowledge for the ongoing recovery.

#### **Roles and responsibilities of MetService and NIWA**

- In April 2023 a review (Project Hau Nuku) was commissioned to recommend the optimal structural configuration of MetService and NIWA and arrangements for weather data access. NEMA is supportive of this review and is a member of the steering group. On 20

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December 2023, NEMA's Chief Science Advisor and other NEMA representatives were interviewed by Sapere Research Group (Sapere) to provide input into the review. NEMA also provided a written contribution outlining its position on Aotearoa New Zealand's weather forecasting system, along with responses to a written survey.

**How does NEMA partner with science agencies to deliver warnings?**

- NEMA's 24/7 Monitoring, Alerting and Reporting (MAR) Centre works closely with the National Geohazards Monitoring Centre, which acts as GeoNet's 24/7 capability for monitoring and rapid assessment of earthquake, landslide, tsunami, and volcano hazards. NEMA primarily uses GeoNet Rapid Services, which enables life-safety public warnings to be issued for tsunami and volcanic events.

s9(2)(g)(i), s9(2)(f)(iv)

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# Updated Significant Events inventory

## Talking points

1. NEMA keeps an inventory of significant events, both for financial and calendar years.
2. The inventory is attached for your information.

## Background

1. The inventory was originally produced for the Technical Advisory Group (TAG) to assist them understand how many events MCDEM was involved in. We now update twice a year as its useful information to have at hand.
2. The inventory records events that are enhanced mode one and above, as this is when NEMA Staff are diverted from business as usual to support a response and recovery.

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**Number of significant CDEM Emergencies Inventory (as of 30 June 2021)**

Calendar Year	Financial Year
<p><b>1 January 2023 – December 2023</b></p> <ol style="list-style-type: none"> <li>1. Ex-tropical Cyclone Hale – 11 January 2023</li> <li>2. Cyclone Gabrielle/North Island Sever Weather Events – 27 January 2023</li> <li>3. No tsunami threat to New Zealand following Kermadec Islands 7.1 earthquake – 24 April 2023</li> <li>4. Auckland Severe weather – 9 May 2023</li> <li>5. No tsunami threat to New Zealand following Loyalty Islands 7.7 earthquake – 19 May 2023</li> <li>6. No tsunami threat to New Zealand following Kermadec Islands 6.6 earthquake – 8 September 2023</li> <li>7. Southland Flooding – 21 September 2023</li> <li>8. Queenstown Flooding – 22 September 2023</li> <li>9. Hunga-Tonga-Hunga-Ha'pai eruption &amp; tsunami – 15 January</li> </ol>	<p><b>2022/2023</b></p> <ol style="list-style-type: none"> <li>1. Pleasant Point Temuka Ward Flooding – 20 July 2022</li> <li>2. West Coast Severe Weather – 16 August 2022</li> <li>3. No tsunami threat to New Zealand following Tonga 7.3 earthquake – 12 November 2022</li> <li>4. Ex-tropical Cyclone Hale – 11 January 2023</li> <li>5. Cyclone Gabrielle/North Island Sever Weather Events – 27 January 2023</li> <li>6. No tsunami threat to New Zealand following Kermadec Islands 7.1 earthquake – 24 April 2023</li> <li>7. Auckland Severe weather – 9 May 2023</li> <li>8. No tsunami threat to New Zealand following Loyalty Islands 7.7 earthquake – 19 May 2023</li> </ol>

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<p><b>1 January 2022 – 31 December 2022</b></p> <ol style="list-style-type: none"> <li>9. Hunga-Tonga-Hunga-Ha'pai eruption &amp; tsunami – 15 January 2022</li> <li>10. No tsunami threat to New Zealand following Kermadec 6.4 earthquake – 29 January 2022</li> <li>11. Buller District Severe Weather – 2 February 2022</li> <li>12. Ex Tropical Cyclone Dovi – 12 February 2022</li> <li>13. Tairāwhiti Severe Weather – 23 March 2022</li> <li>14. Pleasant Point Temuka Ward Flooding – 20 July 2022</li> <li>15. West Coast Severe Weather – 16 August 2022</li> <li>16. No tsunami threat to New Zealand following Tonga 7.3 earthquake – 12 November 2022</li> </ol>	<p><b>2021/2022</b></p> <ol style="list-style-type: none"> <li>1. West Coast Heavy Rain – 16 July 2021</li> <li>2. No tsunami threat to New Zealand following Alaska 8.2 earthquake – 29 July 2021</li> <li>3. Gisborne Flooding – 4 November 2021</li> <li>4. Hunga-Tonga-Hunga-Ha'pai eruption &amp; tsunami – 15 January 2022</li> <li>5. No tsunami threat to New Zealand following Kermadec 6.4 earthquake – 29 January 2022</li> <li>6. Buller District Severe Weather – 2 February 2022</li> <li>7. Ex Tropical Cyclone Dovi – 12 February 2022</li> <li>8. Tairāwhiti Severe Weather – 23 March 2022</li> </ol>
<p><b>1 January 2021 – 31 December 2021</b></p> <ol style="list-style-type: none"> <li>9. COVID Resurgence (Northland) – 24 January 2021</li> <li>10. Hikurangi and Kermadec Earthquake and Tsunami – 5 March 2021</li> <li>11. Canterbury Flooding – 30 May 2021</li> <li>12. Auckland Tornado – 19 June 2021</li> <li>13. Tairāwhiti Flooding – 20 June 2021</li> <li>14. COVID Resurgence (Wellington) – 23 June 2021</li> <li>15. Breaker Bay Wellington Storm Surge – 29 June 2021</li> <li>16. West Coast Heavy Rain – 16 July 2021</li> <li>17. No tsunami threat to New Zealand following Alaska 8.2 earthquake – 29 July 2021</li> <li>18. Gisborne Flooding – 4 November 2021</li> </ol>	<p><b>2020/2021</b></p> <ol style="list-style-type: none"> <li>1. Northland Flood – 17 July 2020</li> <li>2. COVID-19 Resurgence (Auckland) – 12 August 2020</li> <li>3. Lake Ohau Fire – 4 October 2020</li> <li>4. Napier Floods – 9 November 2020</li> <li>5. Plimmerton Floods – 29 November 2020</li> <li>6. COVID Resurgence (Northland) – 24 January 2021</li> <li>7. Hikurangi and Kermadec Earthquake and Tsunami – 5 March 2021</li> <li>8. Canterbury Flooding – 30 May 2021</li> <li>9. Auckland Tornado – 19 June 2021</li> <li>10. Tairāwhiti Flooding – 20 June 2021</li> <li>11. COVID Resurgence (Wellington) – 23 June 2021</li> <li>12. Breaker Bay Wellington Storm Surge – 29 June 2021</li> </ol>

<p><b>1 January 2020 – 31 December 2020</b></p> <ol style="list-style-type: none"> <li>1. Southland Floods – 4 February 2020</li> <li>2. Drought 2020 – March-June 2020</li> <li>3. Covid-19 – March-onward 2020</li> </ol>	<p><b>2019/2020</b></p> <ol style="list-style-type: none"> <li>1. Auckland's SkyCity Convention Centre fire – 22 October 2019</li> <li>2. Whakaari/White Island – 9 December 2019</li> <li>3. Westland/Timaru Floods – December 2020</li> <li>4. Southland Floods 4 February 2020</li> <li>5. Drought 2020 – March 2020</li> <li>6. Covid-19 – March 2020</li> </ol>
<p><b>1 January 2019 – 31 December 2019</b></p> <ol style="list-style-type: none"> <li>1. Nelson Tasman Fires – 5 February 2019</li> <li>2. Christchurch Terror Attack – 15 March 2019</li> <li>3. West Coast Flooding – 25 March 2019</li> <li>4. No tsunami threat to New Zealand following 7.7M New Britain earthquake – 15 May 2019</li> <li>5. No tsunami threat to New Zealand following 7.0M Kermadec Islands earthquake – 16 June 2019</li> <li>6. Auckland's SkyCity Convention Centre fire – 22 October 2019</li> <li>7. Whakaari/White Island – 9 December 2019</li> <li>8. Westland/Timaru Floods – December 2020</li> </ol>	<p><b>2018/2019</b></p> <ol style="list-style-type: none"> <li>1. No tsunami threat to New Zealand following 6.7M Vanuatu earthquake – 22 August 2018</li> <li>2. No tsunami threat to New Zealand following 8.1M Fiji earthquake – 7 September 2018</li> <li>3. No tsunami threat to New Zealand following 7.6M Loyalty Islands earthquake – 5 December 2018</li> <li>4. Nelson Tasman Fires – 5 February 2019</li> <li>5. Christchurch Terror Attack – 15 March 2019</li> <li>6. West Coast Flooding – 25 March 2019</li> <li>7. No tsunami threat to New Zealand following 7.7M New Britain earthquake – 15 May 2019</li> <li>8. No tsunami threat to New Zealand following 7.0M Kermadec Islands earthquake – 16 June 2019</li> <li>9. Auckland's SkyCity Convention Centre fire – 22 October 2019</li> </ol>
<p><b>1 January 2018 – 31 December 2018</b></p> <ol style="list-style-type: none"> <li>1. Ex tropical Cyclone Fehi – 1 February 2018</li> </ol>	<p><b>2017/18</b></p>

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<ol style="list-style-type: none"> <li>2. Ex tropical Cyclone Gita – 20 February 2018</li> <li>3. Auckland, Ruapehu &amp; Taranaki severe weather events, including Auckland power outage – 10 April 2018</li> <li>4. Rotorua Flood Event – 29 April 2018</li> <li>5. Tairāwhiti Flood Events – 3 June 2018</li> <li>6. Mycobacterium Bovis – June 2018</li> <li>7. No tsunami threat to New Zealand following 6.7M Vanuatu earthquake – 22 August 2018</li> <li>8. No tsunami threat to New Zealand following 8.1M Fiji earthquake – 7 September 2018</li> <li>9. No tsunami threat to New Zealand following 7.6M Loyalty Islands earthquake – 5 December 2018</li> </ol>	<ol style="list-style-type: none"> <li>1. Flooding - States of local emergency declared in Timaru and Dunedin – 21 July 2017</li> <li>2. Dam Breach/Kaikōura cut off by landslips – 21 August 2017</li> <li>3. Mexico M8.4 Tsunami warning – 8 September 2017</li> <li>4. Oil Refinery pipeline leak – 17 September 2017</li> <li>5. Supporting MFAT with monitoring volcanoes in Bali and Vanuatu – 27 November 2017</li> <li>6. Roxburgh Flooding – 27 November 2017</li> <li>7. Ex tropical Cyclone Fehi – 1 February 2018</li> <li>8. Ex tropical Cyclone Gita – 20 February 2018</li> <li>9. Auckland, Ruapehu &amp; Taranaki severe weather events, including Auckland power outage – 10 April 2018</li> <li>10. Rotorua Flood Event – 29 April 2018 –2018</li> <li>11. Tairāwhiti Flood Events – 3 June 2018</li> <li>12. Mycobacterium Bovis – June 2018</li> </ol>
<p><b>1 January 2017 – 31 December 2017</b></p> <ol style="list-style-type: none"> <li>1. Hawkes Bay Fires – 13 February 2017</li> <li>2. Auckland &amp; Coromandel severe weather/flooding – 9 March 2017</li> <li>3. Port Hills fires – 15 March 2017</li> <li>4. Ex tropical Cyclone Debbie – 4 April 2017</li> <li>5. Ex tropical Cyclone Cook – 12 April 2017</li> <li>6. Flooding - States of local emergency declared in Timaru and Dunedin – 21 July 2017</li> <li>7. Dam Breach/Kaikōura cut off by landslips – 21 August 2017</li> <li>8. Mexico M8.4 Tsunami warning – 8 September 2017</li> <li>9. Oil Refinery pipeline leak – 17 September 2017</li> </ol>	<p><b>2016/17</b></p> <ol style="list-style-type: none"> <li>1. Bay of Plenty Severe Weather Warning: Wind – 23 July 2016</li> <li>2. Havelock North Gastro outbreak – 11 August 2016</li> <li>3. Bay of Plenty (East Cape) 7.1 magnitude Earthquake and tsunami – 2 September 2016</li> <li>4. Minor Eruptive Volcanic activity at White Island (Whakaari) – 13 September 2016</li> <li>5. Kaikōura Earthquake and tsunami – 14 November 2016</li> <li>6. No tsunami threat to New Zealand following 7.2M Central America earthquake – 22 November 2016</li> <li>7. No tsunami threat to New Zealand following 7.2M Central America earthquake – 25 November 2016</li> </ol>

<p>10. Supporting MFAT with monitoring volcanoes in Bali and Vanuatu – 27 November 2017</p> <p>11. Roxburgh Flooding – 27 November 2017</p>	<p>8. Solomon Islands earthquake - potential marine and beach tsunami threat – 9 December 2016</p> <p>9. Tsunami Threat - Papua New Guinea earthquake – 18 December 2016</p> <p>10. Hawkes Bay Fires – 13 February 2017</p> <p>11. Auckland &amp; Coromandel severe weather/flooding – 9 March 2017</p> <p>12. Port Hills fires – 15 March 2017</p> <p>13. Ex tropical Cyclone Debbie – 4 April 2017</p> <p>14. Ex tropical Cyclone Cook – 12 April 2017</p>
<p><b>1 January 2016 – 31 December 2016</b></p> <ol style="list-style-type: none"> <li>1. MetService advise risk of severe thunderstorms – 8 January 2016</li> <li>2. 5.7 earthquake in Christchurch – 14 February 2016</li> <li>3. West Coast Flooding – 24 March 2016</li> <li>4. No Tsunami threat to NZ after Ecuador earthquake – 17 April 2016</li> <li>5. White Island Volcanic Eruption – 28 April 2016</li> <li>6. No tsunami threat to New Zealand following 7.3m in Vanuatu Islands – 29 April 2016</li> <li>7. Ruapehu Volcanic Alert Level remains at Level 2 – 11 May 2016</li> <li>8. Bay of Plenty Severe Weather Warning: Wind – 23 July 2016</li> <li>9. Havelock North Gastro outbreak – 11 August 2016</li> <li>10. Bay of Plenty (East Cape) 7.1 magnitude Earthquake and tsunami – 2 September 2016</li> <li>11. Minor Eruptive Volcanic activity at White Island (Whakaari) – 13 September 2016</li> <li>12. Kaikōura Earthquake and tsunami – 14 November 2016</li> </ol>	<p><b>2015/16</b></p> <ol style="list-style-type: none"> <li>1. Severe Weather Warning Issued – 1 September 2015</li> <li>2. Chile earthquake - Tsunami warning (Marine and Beach threat) – 17 September 2015</li> <li>3. MetService issues heavy rain warning in North Auckland – 31 December 2015</li> <li>4. MetService advise risk of severe thunderstorms – 8 January 2016</li> <li>5. 5.7 earthquake in Christchurch – 14 February 2016</li> <li>6. West Coast Flooding – 24 March 2016</li> <li>7. No Tsunami threat to NZ after Ecuador earthquake – 17 April 2016</li> <li>8. White Island Volcanic Eruption – 28 April 2016</li> <li>9. No tsunami threat to New Zealand following 7.3m in Vanuatu Islands – 29 April 2016</li> <li>10. Ruapehu Volcanic Alert Level remains at Level 2 – 11 May 2016</li> </ol>

<p>13. No tsunami threat to New Zealand following 7.2M Central America earthquake – 22 November 2016</p> <p>14. No tsunami threat to New Zealand following 7.2M Central America earthquake – 25 November 2016</p> <p>15. Solomon Islands earthquake - potential marine and beach tsunami threat – 9 December 2016</p> <p>16. Tsunami Threat - Papua New Guinea earthquake – 18 December 2016</p>	
<p><b>1 January 2015 – 31 December 2015</b></p> <p>1. Queensland Fruit Fly found in Grey Lynn area – 18 February 2015</p> <p>2. Cyclone Pam and rural fires in Chatham Islands – 16 March 2015</p> <p>3. Severe weather and flooding – 14 May 2015</p> <p>4. Flooding and Severe Weather Hokitika, Taranaki, Whanganui &amp; Manawatu – 20 June 2015</p> <p>5. Severe Weather Warning Issued – 1 September 2015</p> <p>6. Chile earthquake - Tsunami warning (Marine and Beach threat) – 17 September 2015</p> <p>7. MetService issues heavy rain warning in North Auckland – 31 December 2015</p>	

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# NEMA's Stewardship and Assurer roles

## Talking points

1. NEMA has three roles: Operator, Steward and Assurer.
2. As a steward we work with partners to ensure the emergency management system has shared goals and priorities, has the capabilities required and can adapt when needed.
3. As an assurer we monitor the system's performance and make improvements that reflect a growing knowledge of emergency management hazards and risks.
4. Our approach to stewardship and assurance reflects that NEMA leads but has little direct control of a devolved system comprising many sub-systems. We therefore draw heavily on our relationships across the emergency management system to promote and implement the goal of a resilient New Zealand.
5. The Emergency Management Bill will go some way to strengthen NEMA's ability to provide assurance by giving the Director the ability to make rules relating to details and procedures, such as setting qualification standards.

## Background

1. As **steward**, NEMA provides strategic leadership for risk reduction, readiness, response, and recovery activities, and builds emergency management capability and capacity.
2. Examples of recent stewardship activities include:
  - Asking public service chief executives to review their business continuity arrangements to assess if they would work for a catastrophic event and
  - early work to develop cross-government capacity to operate the aNCCM in Auckland.
3. NEMA's role as **assurer** is included in orders establishing the agency in 2019. It is also grounded in the CDEM Act (2002) and in the National CDEM Plan Order (2015).
4. NEMA ELT endorsed (September 2023) the establishment of a dedicated Assurance Function but put this on hold until there is more certainty around NEMA's financial position.
5. Examples of assurance-related activities include:
  - In 2022, a Continuous Improvement team was established provide assurance that a learning culture is adopted, and continuous improvement is embedded within NEMA.
  - Development of national training standards for Controllers and the accreditation of Response Teams, such as those that deployed for Cyclone Gabrielle.

## **Possible questions**

**Given NEMA's limited powers of direction, how does NEMA carry out its stewardship responsibilities?**

- NEMA uses established relationship across the system, to remind and support agencies, private sector and community organisations, iwi and individual of their roles in promoting resilience. This includes, where relevant, the obligations placed on some agencies by the CDEM Act, the National CDEM Plan and the objectives of the National Disaster Resilience Strategy.

**What level of assurance will NEMA be able to provide in the absence of a dedicated assurance function?**

- While without a dedicated function, we cannot provide an extensive, evidence-based assessment of all elements of the emergency management system. However, through using existing relationships, especially with CDEM Groups and regular post event reviews, we are able to form a generalised view of capabilities and capacities in the emergency management system.

**The last National CDEM Capability Assessment Report was completed in 2015 by MCDEM. Why have there not been reports issued since then?**

- The Capability Assessment Tool and the assurance engagements (upon which the reports were based) were time and resource intensive for both the CDEM Groups and MCDEM. The programme came under increasing pressure for resources, as multiple events demanded a greater level of response from CDEM Groups and NEMA.
- Post event reviews, including the Bush Report into Auckland's response to the severe weather event in January 2023 and the Government Inquiry into the North Island Severe Weather Events, provide an assessment of capabilities and capacities in the emergency management system.



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# Roadmap for the National Disaster Resilience Strategy

## Talking points

1. The National Disaster Resilience Strategy (NDRS) outlines the Crown's vision and long-term goals for Civil Defence Emergency Management (CDEM) in New Zealand, and the objectives to be pursued to meet those goals.
2. Underpinning the principle of the NDRS is the collective responsibility of individuals, communities, local government, and central agencies to invest in resilience as a part of embedding the principles of the NDRS in their work programmes.

## Background

1. The NDRS was released on 10 April 2019. The Strategy outlines the Crown's vision and long-term goals for CDEM in New Zealand, and the objectives to be pursued to meet those goals.
2. The CDEM Act requires that neither the Director CDEM nor CDEM Groups act inconsistently with the NDRS. Beyond this, the NDRS acts as a coordinating document but does not direct specific actions.
3. The NDRS was developed in partnership with agencies and organisations across central government; local government; iwi; and the private, not-for-profit, community, science, and research sectors.
4. The vision of the NDRS is for New Zealand to be a "disaster resilient nation that acts proactively to manage risks and build resilience in a way that contributes to the wellbeing and prosperity of all New Zealanders". Three priorities and 18 objectives give effect to this vision. The priorities are:
  - managing risks
  - effective response to and recovery from emergencies
  - enabling, empowering, and supporting community resilience.

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## **Possible questions**

### **Has any work happened on implementing the NDRS?**

- The detail of how the objectives will be achieved will be set out in an accompanying high-level work plan, referred to in the Strategy as a 'Roadmap of Actions'. The roadmap is intended to help people and organisations understand how the Strategy will be achieved.
- While the design of the Roadmap had been paused due to competing priorities (such as a higher volume of emergency events and catastrophic planning), emergency management partner agencies continue to use the objectives to guide their work programmes.

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# Recovery Arrangements (1 July 2022 - 30 June 2023)

## Talking points

1. New Zealand's recovery arrangements centre on a legislative framework for recovery, which denotes responsible officers at the local, regional and national levels, as outlined in the Civil Defence Emergency Management (CDEM) Act 2002, National CDEM Plan Order 2015 and Guide. The National Disaster Resilience Strategy and Director's Guidelines further support these recovery arrangements. In addition, emergency legislation for recovery from specific events exists to provide further clarity, including most recently via the Severe Weather Emergency Recovery Legislation Act 2023.
2. Swift and improved outcomes for communities can be achieved through highly prepared, coordinated and well-informed transition from response to recovery. However, despite the strengthening of recovery arrangements under the CDEM Act in 2016, challenges remain to ensure that New Zealand is sufficiently prepared to manage medium to large scale recoveries. Preparation for effective operational 'recovery' requires close and overlapping relationships across the risk, readiness and response units embedded within NEMA - operating hand-in-glove with established central and local government partners.
3. During the 2022-23 Financial Year, NEMA focused on elevating New Zealand's recovery framework and growing local, regional, and national capability and capacity through:
  - a. establishing a permanent standing National Recovery Coordination Group (NRCCG)
  - b. supporting the Cyclone Recovery Unit, a temporary business unit within the Department of the Prime Minister and Cabinet (DPMC) established to coordinate the recovery of North Island Severe Weather Events
  - c. reviewing the role of recovery as a CIMS function in the National Coordination Centre (NCC)
  - d. establishing a Recovery Specialists Network to strengthen relationships between local and central government.

## Background

1. Recovery is defined in the Civil Defence Emergency Management Amendment Act 2016 (CDEM Act) as "the co-ordinated efforts and processes used to bring about the immediate, medium-term, and long-term holistic regeneration and enhancement of a community following an emergency". It includes a focus on supporting communities to recover from an emergency through the built, natural, social and economic environments.

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2. NEMA's recovery work programme focuses on long-term resilience by linking recovery to the other 3 Rs (reduction, readiness and response) through actions designed to reduce the consequences of emergencies on communities.

### **Establishment of the permanent standing National Recovery Coordination Group (NRCG)**

1. The permanent standing NRCG was established in mid-2022 to coordinate and oversee central government recovery activity to enable a more streamlined approach to cross-agency recovery coordination and planning. This includes clarifying agency roles and responsibilities and discussing how these would be scaled in the recovery context. Over time, the intent is that the NRCG acts as recovery champions across central government.
2. The NRCG first met on 15 September 2022 and continued to meet prior to the establishment of the Cyclone Recovery Unit. Membership of the NRCG included (Ministry of Business, Innovation and Employment, Ministry for the Environment, Department of Internal Affairs, Ministry for Social Development, Ministry for Primary Industries, Te Puni Kōkiri | Ministry of Māori Development, New Zealand Transport Authority, The Treasury, Ministry of Education, Ministry of Health, Ministry of Transport and NEMA).
3. During February and March 2023, the NRCG primarily focused on the North Island Severe Weather Events to clarify the agency recovery responsibilities as well as to update the group on each agency's recovery efforts. The scale of the events meant that resources and capacity were spread very thin, eventually leading to the establishment of the bespoke Cyclone Recovery Unit, within the Department of the Prime Minister and Cabinet.

### **Supporting the Cyclone Recovery Unit**

1. On 20 February 2023, Cabinet established a new Cabinet Extreme Weather Recovery Committee, Cyclone Recovery Taskforce and Cyclone Recovery Unit (CRU) hosted within the Department of the Prime Minister and Cabinet.
2. CRU is a temporary national recovery arrangement, established to support the Government's recovery work programme for 12 months, with a possible further extension of 12 months. CRU is led by a Chief Executive who supports the Minister for Cyclone Recovery, Cabinet, and other Ministers as required.
3. The National CDEM Plan Order 2015 outlines the Crown's approach to recovery, and roles and activities of recovery at a national level. NEMA's national responsibilities for recovery coordination in relation to cyclone recovery transferred to the new Cyclone Recovery Unit, as per clause 156(2) of the National CDEM Plan 2015. However, the powers available to the Director CDEM and National Recovery Manager under a National Transition Period remained with these statutory office holders (who are within NEMA) (section 8(2)(h), 9(2)(a) and (ba) and Part 5B of the CDEM Act 2002).

## **NEMA's role working with the Cyclone Recovery Unit**

1. NEMA has endeavoured to maintain a close working relationship with the Unit to:
  - a) assist with connecting the Unit and establishing relationships with relevant stakeholders involved in the recovery.
  - b) keep abreast of new, extraordinary policy, recovery practice and decisions that may set precedent/expectations for other existing recoveries NEMA is currently overseeing, as well as for future events.
  - c) support the disestablishment of the Unit while ensuring that the transition arrangements can enhance New Zealand's emergency management and recovery system going forward. Noting that alongside support to other regions, NEMA may inherit oversight responsibility of the cyclone recovery when the Unit exits.

## **Reviewing the role of Recovery in the National Coordination Centre (NCC)**

1. The National Coordination Centre (NCC) was activated in January 2023 in response to North Island Severe Weather Events (TC Hale, Auckland Anniversary Floods and TC Gabrielle). As part of the Coordinated Incident Management System structure, the Recovery Function was stood up and remained active until the Response to Recovery Transition Report was produced on 23 March 2023 (a report that provides situational awareness to the Recovery Manager and team outlining key response arrangements and ongoing risks as the response transitions to recovery).
2. An after action review on the North Island Severe Weather Events response was introduced in May 2023. The Recovery Function was included in the review and focussed on all positions assigned to the recovery function during the response, including the National Recovery Manager. The purpose of these activities was to identify what worked well together with future work required to improve how the Recovery Function operates. This work is being progressed through the FY23/24 Recovery Work Programme.

## **Establishing a Recovery Specialists Network**

1. Following a workshop between CDEM Group Recovery Managers (GRM), recovery practitioners and NEMA Recovery Team members in early December 2022, it was agreed that regular discussions would be useful. This led to the establishment of a Recovery Specialists Network.
2. The Recovery Specialists Network has met fortnightly since then and the meetings are chaired by the Group Recovery Manager of the Canterbury CDEM Group.
3. The meetings provide opportunities to collaborate on joint projects, share recovery challenges and seek peer to peer support from specialists around the country.
4. In collaboration with NEMA officials, the Recovery Specialists Network agreed to establish three priority workstreams;

- d) Pre-disaster recovery planning (strategic recovery),
- e) Recovery capability development, and
- f) Recovery toolkit.

5. These priority workstreams are currently spearheaded by group recovery managers and contributed to by the extended group.

### **Possible questions**

**There have been a number of recent severe weather events across the country. How are you including learnings from previous recoveries across the country?**

- A key focus is through work developing the National Recovery Operating Model. We are leading the co-development with Local Government of a model aimed at ensuring communities receive immediate, medium-term and long-term support required to recover from events.
- We know there is a need to strengthen capacity and capability development across the country in recovery, the Recovery Specialists Network offers an avenue for this. The Recovery Specialists Network also allows a forum to understand what is working well and needs improvement for CDEM Group Recovery Managers across New Zealand.
- In addition, we know there are opportunities to strengthen alignment across government in recovery efforts, the National Recovery Coordination Group offers us the opportunity to do this.

**How are you ensuring better alignment across central and local government during the next event's recovery?**

- Preparing for recovery before emergencies occur helps to improve recovery efforts after an emergency. Coordination between central government agencies is a key part of this. Supporting better coordination across government was a key driver in the establishment of the National Recovery Coordination Group in mid-2022. This group has recently reconvened meeting (after a pause to focus on recovery efforts from the North Island Severe Weather Event).
- This group is a key avenue to streamline the approach to recovery and enable faster, more coordinated recovery responses in the future. Currently the group is focused on clarifying agency roles and responsibilities and how these would be scaled in the recovery context. It is envisaged in the future this group will operate as recovery champions across central government.
- In addition, NEMA is working with local government to co-develop a National Recovery Operating Model. This work is split across three workstreams, pre-disaster recovery planning, refreshing the recovery toolkit and recovery capability development. This work is aimed at ensuring communities receive immediate, medium-term and long-term support required to recover from events, led by local government on the ground and supported by central government.

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- There are also regular fortnightly meetings between Recovery Managers, CRU and NEMA and a recent Recovery Practitioners Forum held in Christchurch. This forum was an in-person meeting between 17-18 January 2024 with recovery representatives from local, regional and central government attending. The forum was focused on facilitating engagement across recovery practitioners, with updates on the NROM workstreams and a sharing of lessons learnt from recoveries in the past two years.

Released under the Official Information Act 1982

# Status of 'active' recoveries (1 July 2022 – 30 June 2023)

## Talking points

1. NEMA continues to support frontline operational recovery work at the regional and local levels to enable system-wide leadership by supporting, monitoring and coordinating multiple concurrent recoveries to ensure regeneration and enhancement of communities.
2. As of 30 June 2023, just over two-thirds of New Zealand was in 'active' recovery following emergency events.
3. NEMA has been supporting recoveries in the South Island, following two significant weather events in July 2021 and August 2022, in Marlborough, Nelson-Tasman, West Coast and the Canterbury regions.
4. The sequential cumulative effects of the two significant weather events in the South Island caused high levels of damage to property and infrastructure.
  - a) Marlborough District Council have embarked on a Marlborough Sounds Future Access Study, to support the funding of long-term access solutions for the region. The total cost of repairs to transport infrastructure is expected to be over \$52 million. In May 2023, NZTA agreed to fund 95 per cent with Marlborough District Council funding the remaining 5 per cent.
  - b) The total estimated cost for recovery in Nelson is \$77.1 million with 30 per cent expected to be covered by insurance and central government contributions.
  - c) Central government has provided approximately \$57.578 million in funding to the Buller District with the total cost to central government of additional support at approximately \$33.07 million.
  - d) In Canterbury, the total estimated cost of repair is \$8.040 million, of which NEMA has processed and paid out approximately \$4.310 million.
5. The Cyclone Recovery Unit is a specialist unit that was set up to coordinate recoveries after the North Island Severe Weather Event. With support from NEMA, the Unit is coordinating recoveries in Northland, Auckland, Waikato, Tairāwhiti, Hawke's Bay, Wellington regions and, the Tararua district.

## Background

1. As of 30 June 2023, 11 of the 16 Civil Defence Emergency Management (CDEM) Groups were in 'active' recovery following emergency events; equating to just over two-thirds of New Zealand. NEMA was supporting recoveries in the South Island (Marlborough, Nelson-Tasman, West Coast and Canterbury regions). With the support of NEMA, the larger bespoke Cyclone Recovery Unit (a business unit within the Department of the Prime Minister and Cabinet), was coordinating the remaining recoveries resulting from the North Island Severe Weather Event (NISWE) (Northland, Auckland, Waikato, Tairāwhiti, Hawke's Bay, Wellington regions and the Tararua district).



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2. The National Emergency Management Agency's (NEMA) national responsibilities for recovery coordination in relation to cyclone recovery transferred to the Cyclone Recovery Unit, as per clause 156(2) of the [National CDEM Plan 2015](#). However, the powers available to the Director CDEM and National Recovery Manager under a National Transition Period remained with these statutory office holders (who are within NEMA) (section 8(2)(h), 9(2)(a) and (ba) and Part 5B of the CDEM Act 2002).
  3. Three National Transition Periods were in place following NISWE:
    - Northland, Auckland and Waikato CDEM Group areas and the Tararua District (3 March 2023 – 1 June 2023);
    - Masterton, Carterton, and South Wairarapa Districts (7 March 2023 – 5 June 2023); and,
    - Hawke's Bay and Tairāwhiti CDEM Group areas (14 March 2023 – 12 June 2023).
  4. After these National Transition Periods expired, the Auckland and Tairāwhiti CDEM Groups chose to enter local transition periods to further expedite recovery. As at 30 June 2023, these CDEM Groups remained in Local Transition Periods.

## **Status of 'active' recoveries across the country**

### **North Island Severe Weather Event**

#### **Northland**

5. Northland was under a national transition period from 3 March to 1 June 2023.

#### **Auckland**

6. Auckland was under a national transition period from 3 March to 1 June 2023. On 1 June 2023, Auckland gave notice of a local transition period to enable the timely recovery of affected communities (for example, in Muriwai and Karekare) and to sufficiently mitigate risks to public safety and critical infrastructure until land movement stabilises, road access is remediated, flooded roading and parking areas are remediated, and damaged properties are no longer a risk to the safety of the public. Note as at 30 June 2023, the Auckland region was on second extension of its local transition period.

#### **Waikato**

7. Waikato was under a national transition period from 3 March to 1 June 2023.

#### **Tararua District**

8. The Tararua District was under a national transition period from 3 March to 1 June 2023.

#### **Masterton, Carterton, and South Wairarapa Districts**

9. The Masterton, Carterton, and the South Wairarapa Districts were under a national transition period from 7 March to 5 June 2023.

#### **Hawke's Bay**

10. Hawke's Bay was under a national transition period from 14 March to 12 June 2023.

## Tairāwhiti

11. Tairāwhiti was under a national transition period from 14 March to 12 June 2023 before entering into a local transition period. At 12 June 2023, Tairāwhiti gave notice of a local transition period to enable removal of dangerous materials from public places (including woody debris from waterways and beaches); and works to clear silt in waterways to mitigate the risk of further flooding damage. Note as at 30 June 2023, the Tairāwhiti region was on first extension of its local transition period.

## South Island Severe Weather Event 2021-2023

12. Two significant weather events impacted Marlborough, Nelson-Tasman, and the West Coast in July 2021 and August 2022, causing widespread flooding and damage. During the August 2022 event, NEMA activated the NCC to support CDEM groups and deployed an Emergency Management Assistance Team (EMAT) to assist response and recovery efforts.

## Marlborough

13. Marlborough CDEM Group declared two local states of emergency following the flooding of July 2021 and August 2022. It first gave notice of a local transition period on the 26 August 2022, and continues to extend this.
14. The local transition period after the 2021 event enabled the Marlborough Group Recovery Manager to use powers to roll out a comprehensive road reconstruction program. At the end of the 2022 Financial year, it was estimated that roading repair works would be completed by the end of June 2023. However, the August 2022 event caused further damage to the road network.
15. The compounding effect of these two events meant Marlborough has extended its local transition period 12 times from August 2022 to 30 June 2023.
16. The Marlborough District Council embarked on the Marlborough Sounds Future Access Study, to produce a business case to support the funding of long-term access solutions for the region, both for itself and to obtain funding assistance from NZTA. By the end of the 2023 financial year, options had been presented to the public for feedback on the future access into the sounds. So far, the feedback is indicative that the preferred option includes building back roads and improving marine access options.
17. In May 2023, NZTA agreed to a 95 per cent funding contribution to repair damage to transport infrastructure from the 2021 and 2022 severe weather events. Marlborough District Council was to fund the additional 5 per cent, with the total cost of repairs expected to be over \$52 million.

## Nelson-Tasman

18. Although the Nelson-Tasman region was significantly impacted by flooding in July 2021, this did not result in the declaration of a state of emergency. However, following the flooding in August 2022, a state of local emergency was declared on 17 August 2022 and

re-extended on 31 August 2022. Following this, a local transition period was entered into on 31 August 2022 and extended until its expiry on 26 October 2022.

19. Issues arose around 18 landslips that occurred on Council land and consequently affected property owners. These slips have all been assessed and a short-term remedial works programme is underway. The Council is legally obligated to put the land back as it was, at a cost of \$5 million, but this would leave areas vulnerable to further slips in the future. Reducing further risk involves extensive engineering works at a cost of \$12.2 million. On 15 May 2023, Nelson Mayor Nick Smith announced he had requested the government assist by sharing the cost of the betterment works 50/50, requiring \$6 million in central government support.
20. On 22 June 2023, Nelson City Council's Annual Plan was produced which estimated the cost of recovery to ratepayers in 2023/24 at \$19.6 million, including \$8 million approved by the Council in May 2023 for slip remediation work. The total estimated cost for recovery is \$77.1 million with 30 per cent expected to be covered by insurance and central government contributions. The job will be completed over six years and paid for over a 10-year period to minimise the effect on rates.

### **West Coast**

21. The Buller district was impacted by both the 2021 and 2022 flooding events, with a local state of emergency declared on 16 July 2021, and again on 10 February 2022, which was then re-extended until 21 February 2022.
22. Similarly to Marlborough, the sequential cumulative effects of several events caused high levels of damage to property and infrastructure. The Buller District Council formally transitioned to recovery on 4 August 2021 and advised NEMA and DIA officials of their severe financial situation and requested financial assistance from the Government. The small scale of the Council combined with the high levels of damage severely constrained the Council's ability to fund the repairs in the district.
23. On 23 August 2021 Cabinet approved \$8 million, to be administered jointly by NEMA and DIA, to enable the Council to:
  - establish a community hub and navigator services to support affected communities.
  - dispose of solid waste created by the floods.
  - establish infrastructure services for a temporary accommodation village; and,
  - enable development and delivery of the recovery programme in parallel with ongoing Council business as usual workload.
24. In June 2022, further funding of \$10.636 million was approved by Cabinet across three workstreams:
  - a) \$4.338 million for repairs to essential infrastructure, on a 'like for like' basis:
    - Westport Port – repairs to wharf
    - Tiphead – repairs
    - River Protection Reinstatement – Reefton repairs
    - Reefton Closed Landfill – repairs

- Three Waters infrastructure – repairs
  - Resourcing – programme manager to implement and manage the recovery programme
- b) \$4.716 million to dredge the Buller River channel and allow reopening of the port to shipping
- c) \$1.582 million for betterment projects for Three Waters infrastructure
- Stormwater improvements
  - Wastewater improvements
  - Water Supply improvements
25. The former Minister of Local Government invited the Buller District Council and the West Coast Regional Council to submit a business case for future flood protection, including the case for possible co-investment by Government. Options packages for the business case were assessed, with a final business case presented to the former Minister for Local Government at the end of June 2022.
26. Following receipt of the final business case, on 12 May 2023 the former Government announced a \$22.9 million funding package for Westport to support future flood protection. The intent of the package was to protect the Westport urban area from flooding through structural flood mitigations. This includes:
- d) avoiding future flood risk, by supporting the councils to strengthen planning provisions;
  - e) enhancing activities to build the resilience of exposed property or neighbourhoods, and an increase in civil defence and emergency management capability; and,
  - f) relocating growth away from flood risk by facilitating development and growth in lower-risk areas.
27. To date, in terms of response and recovery from the Buller District flood events, the total cost to central government of funding provided under existing policy settings is approximately \$57.578 million. The total cost to central government of additional support is approximately \$33.07 million.

### **Canterbury Recovery**

28. As a result of widespread flooding in Canterbury in May 2021, leading to the declaration of a regional state of emergency from 30 May to 10 June 2021, a significant number of Environment Canterbury (ECan) flood protection assets were destroyed. The rebuild of the flood protection assets is still ongoing and NEMA is continuing to provide financial support through the infrastructure claim process. The total estimated cost of repair is \$8.040 million, of which NEMA has processed and paid out approximately \$4.310 million. ECan has advised that 328 of the 440 site repairs are complete and anticipates the programme will be fully completed by June 2024.

### **Possible questions**

**Why has the Local Transition Notice Period been extended multiple times for Marlborough?**

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29. The transition periods enabled Marlborough District Council to restrict or increase access to certain roads, bridges, and public places. This meant that repairs were able to be carried out more quickly and with reduced risk to workers and the public. It also improved recovery timing for tourism activities and businesses. The scale of the damage of the July 2021 and August 2022 severe weather events were widespread and extensive. The additional burden of COVID-19 restrictions and worker availability required the transition period to be repeatedly extended.

#### **What has been the impact of repeat events in short succession in Marlborough?**

30. The scale of the damage to roads following the August 2022 Severe Weather event is unprecedented. It caused 670km of road closures and damaged many of the roads that had recently been repaired following the July 2021 event.
31. Repeated damage to Kenepuru Road and other key access points has left many people isolated for significant periods of time in the Marlborough Sounds. This poses a significant challenge to the economic recovery of the region and to the wellbeing of its people. Funding and timing of necessary road repairs are two significant challenges to long-term recovery especially as these relate to residents, tourism, farming, forestry, and other local industries.

#### **What are the next steps for supporting future resilience in Marlborough?**

32. In recognition of repeat flood events damaging the same sections of roads and limiting access for the same communities, Marlborough District Council is working with NZTA to conduct a Marlborough Sounds Future Access Study (MSFAS). They have been working with partners and local residents to identify sustainable access solutions with a 10-to-30-year timeframe. There is recognition that identifying and implementing solutions is beyond the combined capacity of NZTA and Marlborough District Council, so a Governance Advisory Group made up of local public servants, iwi representatives and central government representatives has been established. NEMA has been invited to participate in this Group.

#### **What is the current status of the Marlborough Sounds Future Access Study?**

33. The first round of community consultation was run from January 2023 to February 2023. 919 surveys were completed and presented key findings regarding business impacts, mental health, and physical health. The results to date from community consultation have confirmed concerns regarding the impact of repeat events, particularly as it pertains to business impacts and mental health.
34. The second round of community consultation ran from June 2023 to July 2023, afterwards a business case was prepared to support the funding plan for a resilient transport system for the Marlborough Sounds. In December 2023, NZTA endorsed the Programme Business Case developed in 2023, and indicated what financial support they may provide. The Council will run community consultation on how to pay for the local

contribution to costs in April to June 2024. The Department of Internal Affairs and the National Emergency Management Agency remain connected with these discussions.

### **What recovery activities are being undertaken outside of the Marlborough Sounds Future Access Study?**

35. The Marlborough Roads Recovery Team are working on a number of maintenance works to improve road resilience across the Sounds roading network. Work is underway to replace 20 culverts throughout the network that were damaged as a result of the August 2022 Severe Weather. The Marlborough Recovery Team's work programme is managed and funded independently of the outcome of the Marlborough Sounds Future Access Study.
36. Complex repairs that do not prevent access are on hold as they are being considered as part of the Marlborough Sounds Future Access Study. The next steps for these will be determined by the business case. Marlborough District Council recently made a request for NZTA for a further \$52.4 million to complete repairs for areas mostly outside the Marlborough Sounds Future Access Study. Recovery Navigators continue to contact residents with placarded properties to offer support. Community wellbeing and resilience workshops continue to be run with more expected for later in the year.

### **What are the next steps for Nelson-Tasman's recovery?**

37. Ongoing 2023/24 key recovery works include:
  - a) \$395,000 for water supply recovery projects to improve resilience at the Water Treatment Plant;
  - b) \$240,000 for various wastewater network improvements around Nelson;
  - c) \$930,000 for the stormwater upgrade of Days Track Catchment 3 (deferred from 2022/23);
  - d) \$1.9 million for stormwater recovery projects for various network improvements around Nelson and the design for upgrading numerous stormwater intakes, including Devenish Place and Cleveland Terrace;
  - e) \$2.6 million for flood protection recovery projects, including gravel removal from streams/ rivers, river channel bank protection and associated stream/river improvements; and,
  - f) \$8 million for slip remediation work.

### **What are the next steps for the Buller / West Coast recovery?**

38. In May 2023 the former Prime Minister announced a \$22.9 million package to support initiatives that will improve Westport's flood resilience. This is now known as the Resilient Westport Package. This work includes hard flood defences as well as master planning of less risk-prone land options, planning and zoning changes and enhanced emergency management capability. These are significant and complex projects over a multi-year period.
39. Buller District Council continues to work closely with the West Coast Regional Council and Te Rūnanga o Ngāti Waewae with support from the Department of Internal Affairs and National Emergency Management Agency. A Steering Group, which includes representatives of these agencies and local iwi, has been established to provide

governance and oversight for the Resilient Westport Package. The Steering Group has endorsed establishment of a Technical Advisory Group; NEMA is represented on both groups, largely in an advisory capacity, as our agency holds no responsibility for administering this appropriation.

40. Initial work has begun on the structural flood protection works on a ring wall around the Westport township. Most of the work in this project is currently in the design and scope phase has been funded and led by the West Coast Regional Council with endorsement from the Steering Group.
41. Of the appropriations that NEMA has been overseeing, the August 2021 envelope is now completed and closed and the \$10.636 million infrastructure package (approved in June 2022) is largely complete, notwithstanding some further work required on the port repair project. NEMA continues to hold regular project management meetings with Buller District Council on this work.

#### **How is NEMA engaging with the South Island regions unaffected by NISWE?**

42. NEMA's is actively monitoring the recovery activities in these regions.
43. NEMA is represented on the governance group for the Marlborough Sounds Future Access Study.
44. NEMA is liaising with Buller District Council weekly and attending monthly Projects in Partnership meetings chaired by the Mayor.
45. NEMA meets weekly with the Buller District Council Team to monitor, provide advice and validate payments on the going repair strategies.
46. NEMA regularly advises the Marlborough CDEM Group on their Transition Notice Period.

#### **What was the state of Tairāwhiti's recovery immediately prior to NISWE?**

47. Tairāwhiti had transitioned to a Business-as-Usual model for this recovery in December 2022 before shifting back into a State of Emergency for the January 2023 North Island Severe Weather Event.

# APPENDIX 1: Summary of Media Scan

Last update: 10 January 2024

Period: 1 September 2023 – 10 January 2024

Branch	Headline
Get Summer Ready Campaign	<p><a href="#">Five Big Things: Thursday, January 4</a> – 1News</p> <p><a href="#">Kiwis urged to prepare for emergencies over summer holidays</a> – 1News</p> <p><a href="#">1 News 6pm - Item 7</a></p> <p><a href="#">RNZ National 7pm - Item 3</a></p> <p><a href="#">Holidaymakers urged to check emergency information</a> – RNZ</p> <p><a href="#">Afternoon Edition: 26 December 2023</a> – Newstalk ZB</p> <p><a href="#">Newstalk ZB Wellington 5pm - Item 3</a></p>
Shakeout	<p><a href="#">EQC ShakeOut event records more than 600,000 supporters</a> – Insurance Business NZ</p> <p><a href="#">Tai Rāwhiti tops participation in national earthquake and tsunami drill</a> – RadioNZ</p> <p><a href="#">John Price   The National Emergency Management Agency's Director of Civil Defence Emergency Management</a> – Waatea News, Dale Husband</p> <p><a href="#">'Drop, cover, hold'</a> – Greymouth Star</p>
Tsunami Awareness Day	<p><a href="#">Get gone when tsunami strikes</a> – Waatea News</p> <p><a href="#">John Price   The National Emergency Management Agency's Director of Civil Defence Emergency Management</a> – Waatea News</p> <p><a href="#">Five hacks to save your life in a tsunami threat</a> – RNZ</p> <p><a href="#">First Up - The Podcast, Monday 6 November</a> – RNZ</p> <p><a href="#">Regional Briefs</a> – Hawke's Bay Today</p> <p><a href="#">Newstalk ZB Auckland 7pm - Item 7</a> – Newstalk ZB</p> <p><a href="#">Newstalk ZB Auckland 3pm - Item 3</a> – Newstalk ZB</p> <p><a href="#">RNZ News at 12pm, November 5</a> – RNZ</p> <p><a href="#">How to survive a tsunami: Five tips that could save your life</a> – TVNZ</p> <p><a href="#">Tsunami awareness day: Five simple steps that could save your life</a> – Stuff.co.nz</p> <p><a href="#">November 5 World Tsunami Awareness Day</a> – SunLive</p>
Emergencies	<p><a href="#">Newstalk ZB Wellington 2am - Item 1</a> – Newstalk ZB</p> <p><a href="#">RNZ National 10pm - Item 1</a> – RNZ</p> <p><a href="#">Damaging winds, hail, intense rain set to hit Gisborne, MetService warns</a> – RNZ</p> <p><a href="#">Wellington water woes, and what's recommended for emergency supply</a> – Stuff.co.nz</p> <p><a href="#">Severe thunderstorms forecast for Chch this evening</a> – Otago Daily Times</p> <p><a href="#">'Extensive damage': Severe storm hits Wellington, multiple injuries, 200 without power</a> – Newstalk ZB</p> <p><a href="#">Wellington hit by severe thunderstorm, surface flooding, hail blankets streets</a> – Newstalk ZB</p>



[Weather: Severe thunderstorms hitting the country's east coast](#) – **NZ Herald**

[NZ weather: Severe thunderstorms, rain, hail to lash parts of New Zealand with warning issued](#) – **Newshub**

[Severe thunderstorm warning issued](#) – **SunLive**

[NZ weather live: Thunderstorms and torrential rain for north of country](#) – **Stuff.co.nz**

[Monday weather: Severe thunderstorm warning for Taupo, Ruapehu and Rangitikei, North Island braces for more wet weather](#) – **NZ Herald**

[Gisborne Herald 02.12.23](#) – **Gisborne Herald**

[Weather: Three thunderstorm warnings for Canterbury, South Island to shiver](#) – **NZ Herald**

['Torrential rain and large hail': Severe thunderstorm warnings issued in Canterbury](#) – **Newshub**

[State of Emergency transition period extended as safety not guaranteed](#) – **Crux**

[Local transition period extended in Queenstown to support recovery from weather event - QLDC](#) – **Queenstown Lakes District Council**

[Weather: Severe thunderstorm warning issued for Northland](#) – **RNZ**

[RNZ News at 12pm, September 27](#) – **RNZ**

[Rising water ruins rural Cromwell roads](#) – **Crux**

[State of emergency in Queenstown](#) – **Otago Daily Times**

[Evacuations in Queenstown amid slips and flooding](#) – **Otago Daily Times**

[State of emergency declared in Gore](#) – **Southland Times**

[RNZ National 8pm - Item 1](#) – **RNZ**

[Wild weather: State of emergency in Gore, Southland, warnings in place for wider South Island](#) – **RNZ**

[Live: Hipkins promises more funding for flood-risk homes; Luxon milks goats](#) – **Newstalk ZB**

[Explained: How one of 2023's biggest quakes struck in seismically 'quiet' area](#) – **NZ Herald**

[South Canterbury practices unscathed by latest quake](#) – **NZ Doctor**

[RNZ News at 12pm, September 20](#) – **RNZ**

[No tsunami risk after 'strong' magnitude 6.0 quake in Canterbury](#) – **TVNZ**

['Strong' 6.2-magnitude quake rattles Canterbury](#) – **Newshub**

[Earthquake: Rolling quake emanating near Methven felt across Christchurch, South Island](#) – **NZ Herald**

[Quake shakes Buller](#) – **The Westport News**

[Queenstown on boil-water notice as cases of stomach parasite on the rise | Newshub](#) – **Newshub**

[No tsunami threat to NZ following 6.6 quake](#) – **SunLive**

[No tsunami risk from large earthquake off NZ](#) – **Stuff.co.nz**

[Kermadec quake: 'No tsunami threat to NZ'](#) – **Otago Daily Times**

[RNZ News at 10pm, September 8](#) – **RNZ**

[Magnitude 6.6 earthquake strikes Kermadec Islands, no tsunami risk for NZ](#) – **NZ Herald**

	<p><a href="#">Large earthquake off NZ not a tsunami risk</a> – <b>Stuff.co.nz</b></p> <p><a href="#">Magnitude 7.0 earthquake off New Zealand assessed for tsunami risk</a> – <b>Stuff.co.nz</b></p> <p><a href="#">Magnitude 7.0 quake in Kermadecs, authorities assessing tsunami risk</a> – <b>TVNZ</b></p>
<b>Reviews of Cyclone Gabrielle/North Island Severe Weather Event</b>	<p><a href="#">How to plug the gaps between all these crisis reviews</a> – <b>Newsroom</b></p> <p><a href="#">Storm reaction reviews rumble on</a> – <b>RNZ</b></p> <p><a href="#">Chris Hipkins ordered to apologise over document release breach</a> – <b>Newstalk ZB</b></p>
<b>Cyclone Gabrielle/North Island Severe Weather Event</b>	<p><a href="#">Scientists map the damage cyclones can create - including what we can't see</a> – <b>RNZ</b></p> <p><a href="#">Mark Mitchell visits Gisborne to see flood damaged communities</a> – <b>RNZ</b></p> <p><a href="#">GDC applies for a \$9.8m reimbursement</a> – <b>Gisborne Herald</b></p> <p><a href="#">Report shows rescuers couldn't to get resources pre Gabrielle</a> – <b>RNZ</b></p> <p><a href="#">Scientists map 140k slips left by by cyclone</a> – <b>NZ Herald</b></p> <p><a href="#">How Cyclone Gabrielle caught first responders flat-footed</a> – <b>RNZ</b></p> <p><a href="#">'We're going to need more support': Hawkes Bay Regional Councillor says extra \$10 million won't cover cyclone recovery</a> – <b>Newstalk ZB</b></p> <p><a href="#">140,000 landslides: What scientists are learning from Gabrielle's record damage</a> – <b>NZ Herald</b></p>
<b>Volcanoes</b>	<p><a href="#">Mt Ruapehu lahar warning system a close call</a> – <b>NZ Herald</b></p> <p><a href="#">RNZ National 8pm - Item 2</a> – <b>RNZ</b></p>
<b>Whakaari Eruption</b>	<p><a href="#">Whakaari/White Island trial comes to an end</a> – <b>Lexology</b></p> <p><a href="#">COMMENT Finger pointed at WorkSafe in White Island eruption</a> – <b>Hawke's Bay Today</b></p> <p><a href="#">Eruption case turns lens on WorkSafe shortcomings</a> – <b>NZ Herald</b></p> <p><a href="#">Whakaari White Island defendant convicted of major health and safety failure</a> – <b>Law Association</b></p> <p><a href="#">Timeline: Whakaari case wraps up after long wait for closure</a> – <b>TVNZ</b></p> <p><a href="#">Whakaari/White Island eruption: Company found guilty of health and safety charge</a> – <b>Newshub</b></p> <p><a href="#">Chelsea Daniels: ZB reporter on Whakaari Management Limited being found guilty of health and safety charges following 2019 eruption</a> – <b>Newstalk ZB</b></p> <p><a href="#">News First 5:30pm - Item 2</a> – <b>Sky TV</b></p> <p><a href="#">Whakaari/White Island trial: Whakaari Management Limited found guilty of one health and safety charge in wake of 2019 eruption</a> – <b>Newshub</b></p> <p><a href="#">Growing political appetite for corporate manslaughter charge</a> – <b>The Press</b></p> <p><a href="#">Charges against booking agents dropped in Whakaari trial</a> – <b>RNZ</b></p> <p><a href="#">Whakaari White Island tour operators get charges dismissed</a> – <b>Stuff.co.nz</b></p> <p><a href="#">Whakaari White Island tourism companies have charges dismissed</a> – <b>NZ City</b></p>

	<a href="#">Brothers who own Whakaari White Island have charges dismissed</a> – NZ City
<b>Siren deactivation</b>	<a href="#">Deactivating tsunami warning sirens</a> – <b>One News Breakfast</b> <a href="#">Tsunami warning sirens to be replaced by mobile alerts</a> – RNZ
<b>International</b>	<a href="#">'It's just how life is here': Vanuatu's children devastated as cyclone season returns</a> – <b>Stuff.co.nz</b>
<b>Other stories incl long-form</b>	<a href="#">On alert - the National Geohazard Monitoring Centre</a> – RNZ <a href="#">Waikuku Beach tsunami scare: False alarm causes panic for residents</a> – <b>NZ Herald</b> <a href="#">Whanganui not ready for floods - Mayor</a> – <b>Newstalk ZB</b> <a href="#">Alerts launch to warn of unusually hot weather</a> – <b>SunLive</b> <a href="#">Dunne's Weekly: 'It is volunteers who primarily respond to disasters'</a> – <b>Peter Dunne</b> <a href="#">Inquiry into 'humanity's most costly challenge'</a> – <b>Newsroom</b> <a href="#">Review finds computerised weather modelling performed poorly</a> – <b>RNZ</b> <a href="#">BE AWARE AND PREPARED</a> – <b>Gisborne Herald</b> <a href="#">Council publishes kids books to ease disaster trauma</a> – <b>Newsroom</b> <a href="#">Civil defence exercise prepares for the worst weather</a> – <b>Manawatu Standard</b> <a href="#">Guest Post: Emergency Alerting: What to learn from the Maui Wildfires and Cyclone Gabrielle</a> – <b>Kiwiblog</b> <a href="#">What is a national emergency?</a> – <b>RNZ</b> <a href="#">Wellington water shortage: State of emergency planned if restrictions fail</a> - <b>NZ Herald</b> – <b>NZ Herald</b>

Released under the Official Information Act 1982



	<ul style="list-style-type: none"> <li>• Other requestors included opposition MPs and media</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>
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### Example questions

- Auckland flooding - communication with Auckland mayor – This is a request under the Official Information Act 1982 for the following information:
  - All correspondence, including messaging on all platforms, between the Prime Minister’s office and the office of the Auckland mayor from Friday 27 Jan to Monday 30 Jan 2023, related to the floods.
  - All correspondence, including messaging on all platforms, between the Prime Minister’s office and the Minister of Emergency Management from Friday 27 Jan to Monday 30 Jan 2023, related to the floods.

Name withheld for privacy - Journalist

- Severe North Island Flooding – This is a request from Te Pāti Māori under the Official Information Act 1982 relating to Cyclone Gabrielle requesting all information on:
  - How and when citizens of Hawkes Bay were alerted by civil defence of an emergency
  - How marae and papakāinga were engaged and informed
  - How marae and papakāinga and Māori response efforts were resourced
  - What resources the army dispatched and to whom
  - How Māori communities were advised of an emergency and evacuated
  - How Māori communities and households have been assessed for support
  - How many marae and Māori households were damaged and how many have full insurance
  - How many marae, households and urupā have been assessed as needing to be relocated and what plans are in place for that

Name withheld for privacy - opposition MP

- Reviews of major responses If NEMA does or has reviews of the emergency responses to the major events this year, RNZ requests a copy of the main one for each of:
  - Auck anniversary floods
  - Gabrielle – if this is region-by-region, then for each of the most impacted regions

If NEMA does not do or have these, pls advise which civil defence type agency/ies does so we can ask them

Name withheld for privacy - Journalist

- Loafers Lodge Fire I would like to request all DPMC correspondents regarding the Loafers Lodge fire between Tuesday May 16 and Sunday May 21.

Name withheld for privacy - Journalist

- Funding to West Coast CDEM - I would like to apply under the official information act for details of the amount of money given to the West coast of the South Island to the Emergency Management groups. (Civil Defence)

Does each area get a set amount? I would like to know 2020/21, 2021/22, 2022/23.

Name withheld for privacy - Association

- NEMA's carbon travel limit – Please may RNZ be supplied with the following information, separate from an earlier request for the same information from the DPMC:

Please detail each annual carbon travel limit Te Rākau Whakamarumarū National Emergency Management Agency (NEMA) has, including those for full-time staff, part-time staff, casual staff, contractors and consultants.

- In the past 12 months (1 February 2022 to 1 February 2023), how many of the NEMA carbon travel limits were reached, if any?
- If any carbon travel limits were reached, when were they reached (e.g. August 31, 2022, 4 months before the annual period ended)?
- If any carbon travel limits were reached, how much travel is recorded after the day they were reached within the annual period (e.g. 54 kilometres of travel were recorded over the annual limit in 2022)?
- What changes are implemented if a carbon travel limit is reached?
- When were carbon travel limits introduced for NEMA?
- How many years, since carbon travel limits were introduced, has NEMA recorded travel in excess of the annual limit?

Name withheld for privacy - Journalist

Released under the Official Information Act 1982